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Hybrid Entrepreneurs' Intention to Transition to Full Entrepreneurship: A Career Approach

by

Simoon L. Cannon

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Executive Doctorate in Business

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

ROBINSON COLLEGE OF BUSINESS

2019

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ACCEPTANCE

This dissertation was prepared under the direction of the *SIMOON L. CANNON* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

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DEDICATION

This work is dedicated to my mother, Maxine Angella Campbell Reid, who was the catalyst to my endless pursuit for education. Ma, although you did not get to see me finish, your help in the framing and developing the structure of my life including this research topic was invaluable. I know that you are extremely proud of me and I dedicate this doctoral degree to you. Thanks mom. Rest in peace. I love you.

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ABSTRACT

Hybrid Entrepreneurs' Intention to Transition to Full Entrepreneurship: A Career Approach

by

Simoon L. Cannon

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Entrepreneurship research has examined the process of becoming an entrepreneur and the variables that predict this transition. Recent research has found that many entrepreneurs do not immediately jump into being full entrepreneurs but may rather transition into that state via a hybrid status in which they are employed elsewhere while working on an entrepreneurial venture. Some hybrid entrepreneurs fully intend to make that transition to full entrepreneurship, while others remain in their hybrid status and have no such intention. It is important to investigate what factors influence hybrid entrepreneurs to either remain in a hybrid status or become full entrepreneurs. Little to no extant research has adopted a careers perspective by applying key variables in the field of career research to quantitatively analyze this major career event.

The Image theory was extended from a career choice theory into a theory concerning career advancement, concerning dual careers (e.g., those of hybrid entrepreneurs), from full-time wage employment into the field of entrepreneurship.

An online survey was sent out to qualified participants from a number of recruiting sources. Participants were hybrid entrepreneurs who owned a registered business, (i.e., currently held full-time jobs working for wages in another company), who were eighteen years or older,

and who were located in the United States.

The results indicate that high career adaptability and low organizational mobility predict intention, while boundaryless career mindset and intention predict behavior toward full entrepreneurship. Consistent with hybrid entrepreneurship literature, although not the focus of this study, risk propensity was not a driver for intention but setting an income growth target was a motivation for making the transition. Surprisingly, having a self-directed mindset did not play a role in individuals making the transition towards full entrepreneurship.

This study informs hybrid entrepreneur leaders of Start-Ups that their career development into transitioning to full entrepreneurship is vital to their Start-Ups becoming full enterprises.

INDEX WORDS: Entrepreneurial intentions, behavior, hybrid entrepreneur, career mindset, entrepreneur, self-efficacy, organizational change, protean career, boundaryless career, adaptability

I INTRODUCTION

I.1 Research Problem

"Americans are increasingly disillusioned with the notion that a successful career means climbing the corporate ladder" (Wang, 2018, February 21). The Bureau of Labor Statistics reports that 50% of the U.S. workforce will be self-employed (entrepreneur) by 2020. In understanding self-employment and entrepreneurship, it is important to have clear insight on the processes of becoming an entrepreneur. Interestingly, 21% of all those who are fully self-employed may reach that state by passing through a "hybrid" entrepreneurship state in which they are simultaneously employed by another firm (Folta, Delmar, Wennberg, 2010). Therefore, to understand the process of becoming a fully self-employed entrepreneur (herein referred to as a "full entrepreneur"), it is important to investigate how "hybrid entrepreneurs" transition into full self-employment and thus become full entrepreneurs. A key question in this regard is what factors influence these individuals to either remain in a hybrid status or become full entrepreneurs? Some hybrid entrepreneurs fully intend to make that transition, while others remain in their hybrid status and have no such intention. In a sense, this is a career decision process on the part of hybrid entrepreneurs. Interestingly, little to no extant research has adopted a careers perspective by applying key variables in the field of career research to analyzing this major career event.

The present study contributes to the entrepreneurship literature by investigating the transition from hybrid to full entrepreneurship. It does so by incorporating important variables from a careers perspective into the area of entrepreneurship research to understand intentions and behaviors towards full entrepreneurship on the part of hybrid entrepreneurs. In the following sections, I a) provide some background on entrepreneurship and full (or full-time) entrepreneurs

vs. hybrid (or part-time entrepreneurs); b) conduct a review of the considerations involved in moving from hybrid to full entrepreneurship; c) consider how adopting a career perspective can contribute to extant research on entrepreneurship by providing a model that can bring these ideas together, including the hypotheses; d) provide an overview of a theoretical perspective that can inform this model; and e) propose a method for testing the hypotheses.

I.2 Research Structure and Expected Contributions

The structure and design of this research study are based on Mathiassen, Chiasseon, and Germonprez's (2012) five elements: problem setting (P), areas of concern (A), framing or theory (F), methods (M), and contribution (C). Appendix A presents these five composition elements in greater detail, and Appendix B presents definition of the constructs and terms used throughout this study.

II LITERATURE REVIEW

II.1 Background on Entrepreneurship and Full Entrepreneurs vs. Hybrid Entrepreneurs

Entrepreneurship is equated to self-employment when it is defined as starting and running one's own firm. Baum, Frese, and Baron (pg. 288–289) define entrepreneurship as the creation of new economic activity. One interesting and relevant pathway to becoming a self-employed entrepreneur is starting a new venture while simultaneously working for wages, a state known as hybrid entrepreneurship (Folta, Delmar, Wennberg, 2010). Hybrid entrepreneurs account for a significant and increasing percentage of entrepreneurial activity (Burke, Fitzroy, & Nolan, 2008; Folta et al. 2010; Petrova, 2012). "Hybrid entrepreneurship has experienced a recent explosion in growth" (Grant, 2011, April 8) due to the technological revolution. The emergence of online marketplaces such as eBay, the changes that have occurred in the marketplace as a result of the influence of Amazon and Facebook, and advancements in social media marketing tools offer low-cost, efficient ways to reach consumers. Consequently, the occurrence of hybrid entrepreneurship is likely to grow. Famous ventures have been started by hybrid entrepreneurs; for example, Steve Wozniak, Apple's co-founder, remained at Hewlett-Packard; Pierre Omidyar launched eBay while working at General Magic; and Henry Ford formed the Detroit Automobile Group while employed by the Edison Illuminating Company (Raffiee, Feng, 2014).

To better understand the entrepreneurship literature, it is necessary to understand who entrepreneurs are and their intentions. Entrepreneurs are persons who are ingenious and creative in finding ways to add to their wealth, power, and prestige (Baumol, 1990, pg. 894). Douglas and Shepherds (2002) highlight that, with all other effects being constant, stronger entrepreneurial attitudes will affect a person's intention to start his or her own business. The concept of intentions implies planned behavior (Ajzen, 1991). Entrepreneur intention refers to the growing conscious state of mind that a person desires to start a new enterprise or create new core value in

an existing organization (Khoun, Huu An, 2016). This planned behavior also includes the extent to which an individual has begun planning the creation of a start-up (Herdjiono, Puspa, Maulany, Aldy (2017). Several existing frameworks have been applied to the study of those who intend to become entrepreneurs, and some work has begun to consider hybrid entrepreneurial intentions.

II.2 Moving from Hybrid to Full Entrepreneurship: Drawing on Existing Entrepreneurship Research

The extant literature provides many theoretical rationales for hybrid entrepreneurial intentions and investigations into whether such intentions drive individuals to pursue full entrepreneurship. Amit, Mueller, and Cockburn (1995) suggest that individuals transform their sources of income from a relatively safe asset (their current income from full-time employment) into a riskier asset (a new business venture) (Hamilton, 2000). However, hybrid entrepreneurs circumvent this tradeoff and make their current income a funding mechanism for hybrid business. This form of funding may deter or slow down an individual's decision to transition to full entrepreneurship depending on when a new venture may begin to turn a profit. Low opportunity cost therefore encourages the intention to transition from hybrid to full entrepreneurship. According to statistics, “hybrid entrepreneurs are thirty-eight times more likely than wage earners to enter full-time employment only when they perceive the option to do so to be in the money” (Trigeorgis, 1996). Both prior research (Douglas & Shepherd, 2002; Gifford, 1993; Kim et al., 2006) and logic suggest that should people perceive potential for growth in their income in a future role or position, they will be more attracted towards that role. This logic, which is based on the findings of previous studies is relevant to a transition involving entrepreneurship: Should an individual, including a hybrid entrepreneur, perceive potential growth in income by moving into full entrepreneurship, his or her entrepreneurial intentions should be strengthened.

Research on entrepreneurship has also noted the risky nature of undertaking an entrepreneurial endeavor. In the broader entrepreneurial literature concerning choice and intentions, high risk tolerance and high need for independence have been found to lead to a greater intention to be self-employed (Douglas, Shepherd, 2002). The study of risk in the entrepreneurial literature is broad and risk has become synonymous with entrepreneurship. However, Herdjiono, Puspa, Maulany, and Aldy (2017) highlight that risk propensity is a risk category that refers to the courage to take risk. Bezzina (2010) defines risk propensity as a tendency to accept risk after carefully analyzing a situation and then developing a strategy to minimize the impact of its associated risk. Bezzina finds that risk-taking propensity or the willingness to take chances concerning risk has a positive and significant impact on the intention to engage in entrepreneurship. There are risks in shifting to full entrepreneurship from a hybrid state; thus, risk-taking propensity should enhance entrepreneurial intentions.

III HYPOTHESES AND RESEARCH MODEL

III.1 How a Career Perspective can add to Prior Research on Entrepreneurship

While the entrepreneurship literature suggests that key constructs such as perceived potential growth in income and risk-taking propensity can influence entrepreneurial intentions, it is also important not to lose sight of the fact that the intention to shift from hybrid to full entrepreneurship is itself a major career decision. Therefore, there could be significant contributions hybrid entrepreneurship literature if key variables are examined from the career perspective research for possible value in explaining entrepreneurship intentions. This is particularly true if the career variables can be examined for incremental value of prediction beyond the predictability of other variables from the entrepreneurship literature such as those described above (e.g., perceived income growth potential and risk-taking propensity). Therefore, the present study examines several such career variables in terms of their potential unique value in the present context.

III.2 Research Question

The purpose of this study is to investigate hybrid entrepreneurs' decision-making intentions and behaviors in terms of transitioning to full entrepreneurship through a career development lens, measured career attitudes, and mindsets. The following research question is thus formulated:

RQ: How do hybrid entrepreneurs' career attitudes influence their intention and behavior in terms of transitioning towards becoming fully self-employed (full entrepreneurs)?

III.3 Career Attitudes and Mindset

According to Sardeshmukh and Smith-Nelson, "the need for an entrepreneurial, opportunity-focused mindset extends beyond entrepreneurial careers to encompass a broader

careers perspective” (2011, p. 48). Recently, career scholars have also begun to consider entrepreneurship as a critical dimension in the 21st-century context of more boundaryless and protean or self-directed (rather than traditional, organizationally managed) careers (Chan et al., 2012). The present study contributes to the career choice literature by exploring the role that it can play in entrepreneurship literature. The literature on career attitude investigates how people perceive themselves and their willingness to take advantage of opportunities. This field of study is important to entrepreneurship because rapid globalization, technological changes, and market pressures have caused significant changes in employment (Uy, Chan, Xam, Ring Ho, Chernyshenko, 2015). There is a paradigm shift occurring in career development resulting due to the shift from a conventional view of careers to the vocational organization of work employment. Through these lens individuals are able to build a storyboard career focusing on life construction and life design (Duarte, 2009; Savickas et al., 2009). A new area of knowledge (Arthur & Rousseau, 1996) has also become prominent in describing 21st-century career attitudes and behaviors in terms of boundarylessness (DeFillippi & Arthur, 1994), protean career mindset (Hall, 2002), and career meta-competencies (Hall & Moss, 1999) such as career adaptability (Savickas, 1997). Recent studies suggest that employees who possess contemporary career attitudes and competencies will exhibit better adaptation to changing work environments.

How can investigating career attitudes such as boundaryless and protean career mindsets or career adaptability add to the entrepreneurial literature? Since the 1990s, there has been a paradigmatic change in the field of career development, with “career adaptability” fast replacing “career maturity” as a central construct in both research and practice’ (Goodman, 1994; Savickas, 1997, 2005). This shift focuses on assessing and strengthening an individual's psychosocial resources to allow him or her to adjust occupational transitions, developmental

tasks, and work traumas (e.g., Weigl et al., 2010). This adjustment will help individuals to think of their future careers in more boundaryless, self-directed ways, which has been deemed vital for career adaptability in an uncertain and changing job market (e.g., Savickas & Porfeli, 2012).

Uy, Chan, Xam, Ring Ho, and Chernyshenko (2015) focused on boundaryless and self-directed career attitudes and career adaptability as contemporary career development outcomes. I take the career development concept and extend it to investigate how these career attitudes predict intention and behavior in terms of transitioning towards full entrepreneurship.

III.4 Hypothesis 1: Boundaryless Career Mindset and Intention

A boundaryless career attitude includes a boundaryless mindset (i.e., an individual's psychological mobility) and organizational mobility preference (i.e., an individual's physical mobility). A person with a boundaryless career mindset tends to be interested in working across organizational boundaries, which could include going beyond a single employer and a traditional career arrangement (Sullivan & Arthur, 2006). Such individuals enjoy engaging in new experiences and situations outside of their organizations. Organizational mobility preference indicates a positive attitude towards physical moves between different occupations, jobs, and organizations. Research has shown that individuals with high organizational mobility preference choose to work in several different organizations and across organizational boundaries by changing employers (DeFillippi & Arthur, 1994; Sullivan & Arthur, 2006). The shift from hybrid to full entrepreneurship creates mobility in the form of an actual move from one's existing position within an organization to a different occupation completely outside of one's organization. The confidence and status focus of people with a boundaryless career mindset do not allow them to stop at being hybrid entrepreneurs but instead prompt them to move towards full entrepreneurship. The premise should hold true that becoming a hybrid entrepreneur

represents the psychological movement for a person with boundaryless mindset, whereas the intention to transition from hybrid to full entrepreneur represents the physical movement (Sullivan & Arthur, 2006, p. 9). Marshall, Gigliotti (2018) state that “a boundaryless career orientation will positively affect entrepreneurial intentions via perceptions of desirability and feasibility regarding entrepreneurial career entry”

H1: As boundaryless career mindset increases, a hybrid entrepreneur’s intention towards full entrepreneurship will also increase (i.e., there will be a positive association).

III.5 Hypothesis 2: Protean Career Mindset and Intention

In comparison to boundaryless career mindset, a "protean career attitude involves independence in managing one's career and self-directed career behavior" (Briscoe, Hall, & DeMuth, 2006). Hall (2002, 2004) states that "protean careers are highly self-directed, flexible, adaptive, and changeable." People with protean career attitudes are value-driven. Their internal values and beliefs, as opposed to organizational values and beliefs, drive their career decisions (Briscoe & Hall, 2006). Briscoe et al. (2006) developed measures for boundaryless and protean career attitudes; they found that boundaryless and self-directed protean career attitudes are related but theoretically distinct constructs. Moving from hybrid to full entrepreneurship results in a lack of dependency on others in managing one's career. This newfound career independence can provide a sense of pride and allow one to become self-sufficient in capital management, self-management, and supervision (Herdjiono, Puspa, Maulany, Aldy (2017). This independence, being a significant attribute of the protean mindset, was supported in Douglas and Shepherd 2002 study as a utility towards self-employment. Marshall, Gigliotti (2018) state that “a protean career orientation will positively affect entrepreneurial intentions via perceptions of desirability

and feasibility regarding entrepreneurial career entry”.

H2: As protean career mindset increases, a hybrid entrepreneur’s intention towards full entrepreneurship will also increase (i.e., there will be a positive association).

Wage-employed individuals who have boundaryless and protean career orientations and are considering a shift to entrepreneurship are better equipped to perceive the feasibility and desirability in moving from wage employment to entrepreneurship than those with other career views (Marshall, Gigliotti, 2018).

III.6 Hypothesis 3: Career Adaptability and Intention

Beyond attitudes, another modern career construct is career adaptability. Career adaptability is defined as the “attitudes, competencies, and behaviors that individuals use in fitting themselves to work that suits them” (their context) (Savickas, 2005, p. 45) and “enables the individual to prepare for current and anticipated occupational changes” (Tolentino et al., 2013, pg. 411). Savickas and Porfeli (2012) emphasize that “career adaptability as a multidimensional construct consisting of four self-regulatory elements: concern (involvement in preparing for one's future career), control (ownership and responsibility to influence one's career), curiosity (exploring possible selves and opportunities), and confidence (active career pursuit and anticipation of success in the midst of challenges).” These four unique attributes of an individual with a career adaptability mindset will play a significant role in his or her shift to full entrepreneurship. The concern and curiosity attributes can lead such a person to become a hybrid entrepreneur. However, the two other attributes, control and confidence, are likely to drive or increase the intentions of a hybrid entrepreneur to create a plan and execute the behaviors required to have complete control over his or her individual career.

H3: As career adaptability (CA) increases, a hybrid entrepreneur's intention to engage in full entrepreneurship will also increase (i.e., there will be a positive association).

III.7 Hypothesis 4: Intention and Behavior

Taken together, these career-relevant attitudes (i.e., boundaryless and protean career attitudes) and psychosocial resources (i.e., career adaptability) have been identified as vital for individuals to acquire if they plan to survive the digital revolution and thrive in the work context of the global economy.

This study tests the career-related hypotheses formulated above in light of existing entrepreneurship research findings suggesting that variables such as perceived income growth potential and risk propensity are predictors of entrepreneurial intention. This study examines the hypotheses formulated above, which are based on findings in the careers literature, while controlling for the impact of variables known from the entrepreneurship literature (even though the latter are not central to the present work).

Entrepreneurial intentions are a crucial construct to understand when addressing a planned transition from a hybrid state to full entrepreneurship. However, considering the actual behavioral steps taken towards achieving full entrepreneurship status is also critical in understanding this transition process. I therefore examine not only intentions but also behaviors. Intentions are good predictors of future behavior (Ajzen, 1991). Hybrid entrepreneurs have already performed basic behaviors in starting their own businesses. It is not intentions alone that transform full-time wage employees into a nascent entrepreneur state but also their willingness to engage in the behaviors that lead to that state.

Action, by definition, is intentional behavior. One can use the strength of an intention to predict whether the intended behavior will subsequently ensue (Mcmullen & Shepherd, 2006). In

the book *The Psychology of Entrepreneurship*, Baum, Frese, and Baron (pg. 98) state that "actions are distinguished from other kinds of human behavior by the way people usually explain how they came about, i.e., they have reasons for actions, meaning individuals do what they do because they desire (want) to reach a goal and believe (expect) that the action is an appropriate or necessary means of reaching it." This study examines both the intentions and behaviors associated with becoming a full entrepreneur.

H4: As intention towards full entrepreneurship increases, a hybrid entrepreneur's behavior towards full entrepreneurship will also increase (i.e., there will be a positive association).

A research model depicting the influences on hybrid entrepreneurs transitioning to full entrepreneurship is shown in Figure 1. This model serves as a graphical representation of the set of relationships and hypotheses to be tested in the present study.

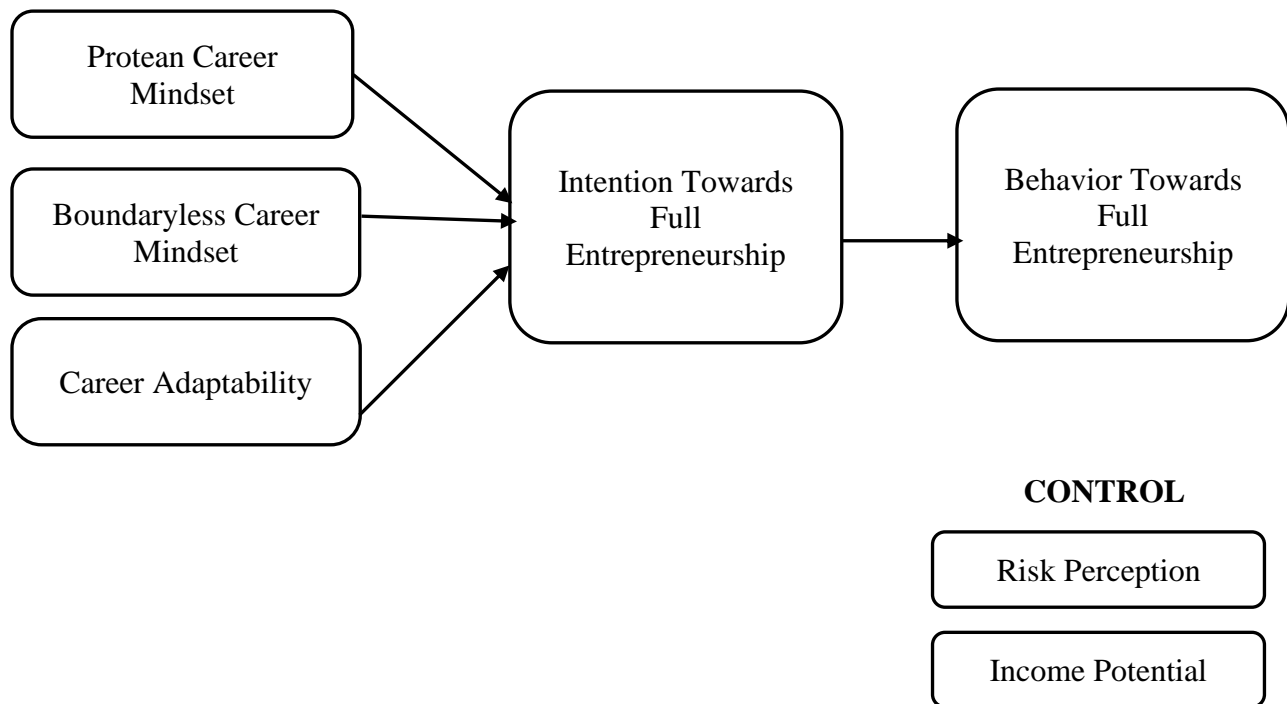


Figure 1 Research model depicting the influences on hybrid entrepreneurs transitioning to full entrepreneurship

IV THEORETICAL FRAMEWORK

IV.1 A Theoretical Perspective that Overarches this Model: Image Theory

Image theory (Beach, 1997) provides an overarching theoretical backdrop to the phenomena under study here. In the next paragraphs, an explanation of the applicability of image theory is provided as a theoretical umbrella for this study.

Image theory states that individual decision-making is a two-stage process whereby potential choice alternatives are first prescreened before they may become accepted options in the final decision pool: “The utility of decisions outcome derives from the degree to which they conform to and satisfy decision-making values.” The premise of image theory is that getting things done or making things happen provides intrinsic pleasure that is synchronized with one’s principles (Beach, 1998, pg. 10). One’s principles include decision-maker values, morals, and ethics which refers to how one believes things should be and how people ought to behave. These principles act as the cognitive 'drivers that create the image of what a person wants to be when he or she grows up--in other words, an image of his or her career development.

An individual's desires and wants with regard to his or her career vision are explored by investigating the impact that career mindsets and adaptability have on transitioning from being a hybrid to a full entrepreneur through their planned intention and action taken. This vision of an ideal career then becomes the self-evident truth that drives one’s decision-making, pursuit of goals, and actions (Beach, 1998, pg. 10). This thought process is contrary to the belief that the desire to make a profit serves as a significant motivation for action: “Image theory provides a useful way to understand the often occurring halting journey towards self-employment” (Kuehn, 2015). Image theory provides the theoretical and empirical foundation upon which taking action based on one’s intention becomes a career decision.

By investigating the steps that a person has taken in executing a plan of action, one can

strengthen the predictive model used to determine the conversion of a hybrid to a full entrepreneur. Image theory uses cognitive frameworks constructed based on an individual's experiences. The *value image* is the behavior of self and organization which serves as a rigid criterion for the rightness or wrongness of any particular decision about goal or plans. The *trajectory image* is constituted of previously adopted goals. This image maps an individual's hopes and dreams for an ideal future, referred to as the “goal agenda.” These images provide a progressive decision framework consisting of clearly recognizable sub-goals or milestones towards achieving a sometimes ill-defined distant goal. The *strategic image* consists of plans by which to achieve goals based on the trajectory image. The identification of a sequence of activities that will lead from goal adoption to goal attainment includes developing tactics and a forecast of how behavior can be guided by intention.

There are two kinds of decisions under image theory: adoption decisions and progressive decisions. These decisions are made using one or both of two kinds of decision tests, namely the compatibility test and the profitability test (Beach, 1998, pg. 14). The focus of this research is on the progressive decisions, as hybrid entrepreneurs have already started their businesses. When applying the compatibility test, an entrepreneur screens the adoption of a business based on compatibility between the hybrid entrepreneur and the three images, while the profitability test examines how decision makers choose the best survivor of the screening process (Beach, 1998, pg.15). Kuehn (2015) concludes that hybrid entrepreneurs passed both the compatibility and the profitability tests in their choice for self-employment.

Beach divides the characteristic of choice into three categories: the characteristic of choice, the characteristics of environment in which that choice is embedded, and the characteristics of the decision-maker (Beach, 1998, pg. 16). This approach is consistent with the

career development theories that focus on the images created based on one's self-concept, of which career mindset and career adaptabilities are outcomes. Borrowing the element of self-concept found in traditional career development theories, the present study expands and incorporates the stages of imagery in image theory to demonstrate how, beyond risk propensity and desire for money, different career development outcomes can motivate the choice to transition from hybrid to full entrepreneurship.

Super's self-concept theory (Super's 1990) states that "each person has many self-concepts that comprise one's total self-concept or a complex self-concept system, within which vocational self-concept is a very important part." A protean career mindset is defined as being driven by achievement, values, and the desire to uphold personal ideals or principle (Briscoe, Haegan, Burton, Murphy, 2012; Segers, Inceoglu, Vloeberghs, Batram, Hendricks, 2008).

Gottfredson's theory of circumscription, compromise, and self-creation (Gottfredson, 2002) states that "people hold images of occupations, and that masculinity-femininity, occupational prestige level and field of work define these images. People discover which occupations they prefer by assessing the compatibility of these occupational images with their images of themselves." A boundaryless career mindset is defined as being characterized by physical mobility; in addition, an individual with a boundaryless mindset tends to be motivated by money, status & promotion and psychological mobility, such as having a higher need for affiliation (Segers, Inceoglu, Vloeberghs, Batram, Hendricks, 2008).

The self-concept theory of career development (Savickas, 2002) is an expansion of Super's work; it states that "careers do not unfold, but are actively constructed. We are not merely subject to fate, but our choices and actions impact our environment and our lives." Career adaptability is defined as the "attitudes, competencies, and behaviors that individuals use in

fitting themselves to work that suits them” (Savickas, 2005, p. 45). These traditional career development theories have resulted in contemporary career outcomes that may explain the motivations of hybrid entrepreneurs.

Starting self-employment on a part-time basis while keeping one’s day job is a valuable step in getting practical experience with the self-employment idea. The pre-self-employment pool is large and diverse; it acts as a large incubator where individuals encounter an environment that both pushes and pulls them towards and away from self-employment (“vectors”) (Baum, Frese, Baron, 2006). Image theory demonstrates that individuals' mental imagery drives their career choices and prompts them to form plans and take actions towards fulfilling their visions.

V METHODOLOGY

V.1 Instruments and Variables

This study involved survey methodology and the variables used as measures are presented in the scales (1–8) below. Appendices E and F present the survey guide and questions. Qualifiers included on the survey and/or on an electronic recruiting platform were included as conditions for the participants to continue or end the survey. These qualifiers determined whether the participants were hybrid entrepreneurs who owned a registered business (i.e., whether they operated distinct legal entities, thus signifying their entry into the formal economy [Raffiee, Feng, 2014]) and currently held full-time jobs working for wages in another company. Participants were of 18 years of age and no minors participated. They were also located in the United States.

V.1.1 *Demographic Variables*

1. Demographic information was collected, such as age, sex, employment status, income, and business context. A sample item (demographic) was “number of years the business you own has been registered (has a distinct legal entity).” One option was chosen from the following six choices: number one was 30 but less than 50; number two was 10 but less than 30; number three was 5 but less than 10; number four was 3 but less than 5; number five was 1 but less than 3 (5); and number six was less than 1.

V.1.2 *Independent Variables*

2. The protean career mindset scale was adapted from Briscoe and Hall (2005) to represent attitude towards career versus measurement of career aspirations, and goals. Questions 1–8 on the self-directed career management scale were used to measure career decisions driven by the self-system. In addition to self-directed scale, questions 9–14 on the value-driven scale

were used to measure career decisions driven by the value system. The responses were measured using a 5-point Likert scale. The respondents were asked to indicate to which extent they agreed with a number of statements using a scale ranging from 1 (to little or no extent) to 5 (to a great extent). For example, a sample statement was “what I think about what is right in my career is more important to me than what my company thinks.”

3. The boundaryless career mindset scale was adapted from (Briscoe, Hall, DeMuth, 2006). The responses were measured on a 5-point Likert scale. The respondents were asked to indicate the extent to which the following statements are true using a scale ranging from 1 (to little or no extent) to 5 (to a great extent). A sample statement is “I enjoy job assignments that require me to work outside of the organization.” The first part of the scale measures boundaryless mindset, whereas the second part measures organizational mobility preference.

4. The career adaptability scale was adapted from Career Adapt-Abilities Inventory International Version 2.0 (Savickas, Porfeli, 2012). The inventory consists of 24 items, and the responses were measured using a 5-point Likert scale. The respondents were asked to rate how strongly they had have developed each of the following abilities using a scale ranging from 1 (not strong) to 5 (strongest). A sample statement is “I am working up to my ability.”

Control Variables

5. The risk propensity scale is adapted from the Domain-Specific Risk-Perception (DOSPERT) scale (Blais, Weber, 2006) which focuses on the social and financial measures. Questions 1–6 measure financial risk perception, while questions 7–12 measure social risk perception. The responses were measured on a 7-point Likert scale. The respondents were asked to indicate how risky they perceived each situation as being using a scale ranging from 1 (not at all risky) to 7 (to extremely risky). An example of a situation is “disagreeing with an authority

figure on a major issue” (social) or “investing 10% of your annual income in a new business venture” (financial).

6. Perceived income growth potential scale was created based on The Panel Study of Entrepreneurial Dynamics research program designed to enhance the scientific understanding of how people start businesses (Kim et.al., 2006). The responses were measured on a 5-point Likert scale. The respondents were asked to indicate the extent to which the presented reasons best described why they had started their own business using a scale ranging from 1 (to little or no extent) to 5 (to a great extent). A sample statement is “earn a larger personal income.”

V.1.3 *Dependent Variables*

7.. The intention scale was adapted from the theory of planned behavior and measures the intentions to become a full entrepreneur (Ajzen, 2002). The responses were measured on a 7-point Likert scale. The respondents were asked to assess the growing state of mind concerning their desire to make the choice to become a full-time entrepreneur (full entrepreneur) using a scale ranging from 1 (extremely unlikely) to 7 (extremely likely). For example, the survey asked respondents if they intended to transition from being hybrid to full entrepreneurs.

8. The behavior scale uses the extent to actionable tasks are completed as a measure of the strength of the behaviors towards becoming full entrepreneur (Baum, Frese, Baron, 2006). The extent to which the initial stages of a venture are successful can be determined by considering various measurable behaviors or tasks that, when completed, motivate an entrepreneur to continue his or her venture. This scale was created utilizing this list of tasks that could be also used to assess milestones achieved during operating a business (pg. 98). The responses were measured on a 5-point Likert scale. The respondents were asked to indicate the extent to which the provided

statements were true for the businesses that they owned using a scale ranging from 1 (to little or no extent) to 5 (to a great extent). An example of a statement is “I have built a sales force.”

V.2 Recruiting

Hybrid entrepreneurs were recruited as participants. To be eligible, a participant must have owned a registered business (i.e., he or she must own a distinct legal entity, thus signifying entry into formal economy [Raffiee, Feng, 2014]) and currently have full-time jobs working for wages in another company. Participants were 18 years of age or older (no minors) and were located in the United States.

Two electronic recruiting sources solicited, Qualtrics and Empanel Online, were unable to provide participants who satisfied the research criteria and therefore were unable to provide the unique type of sample sought.

The Small Business Association of Atlanta and the Entrepreneurial Innovation Institute of J. Mack Robinson College, Georgia State University, were also solicited for recruits. Neither of these business networks had panels with qualifying participants. In order to achieve the desired sample population for the study, four distinct recruiting sources were used: Facebook, LinkedIn, personal networking through emails, and Amazon Turk (MTurk).

V.2.1 *Facebook Group: Side Hustle Nation*

The Side Hustle Nation Facebook group was solicited as a recruiting source because it is a growing community of aspiring entrepreneurs focused on “side hustle” or side businesses, which is central to this study. The recruits were solicited for participation in this dissertation in a post made to Facebook. During a one-month time period several follow-up posts were made, and emails sent to the owner of the Facebook group to garner support and participation in the research study.

V.2.2 *AmazonTurk: The Human Intelligence Task Crowd-Sourcing Marketplace*

The Amazon Turk (MTurk) human intelligence task (HIT) crowd-sourcing marketplace was used as a recruiting and survey distribution tool (see Appendix G). MTurk provided access to a qualified panel and features a method for validating respondents. This service reduced concerns regarding automatic computer-generated responses.

V.2.3 *AmazonTurk (MTurk) Panel Qualification*

MTurk met the research study criteria for a viable tool since, in practice, all recruitment criteria defined by the requester of a task are attached to every HIT, and all MTurk members are asked to provide limited demographic information about themselves and their employment status. This structure has allowed Amazon to build a panel database that satisfies the qualification criteria for various types of research. The Amazon Turk website states that “MTurk has built technology which analyses Workers performance, identifies high performing Workers and monitors their performance over time. Workers who have demonstrated excellence across wide range of tasks are awarded the Master’s Qualification. Master’s must continue to pass MTurk statistical monitoring to retain the Mechanical Turk Master’s Qualification” (www.amazonturk.com).

V.2.4 *AmazonTurk (MTurk) Panel Validation*

The physical location and the unique computer IP address of each responder were recorded and stored as data to be analyzed once the survey was completed. To authenticate the respondents, their locations were identified based on their computers' IP addresses, and this information was stored. Responses were reviewed before data was recorded to ensure completed answered to survey questions and to minimize missing responses.

V.2.5 *AmazonTurk (MTurk) Publishing Design*

The HIT was first published using three criteria: residing in the United States, having both full- and part-time employment. A minimum of 300 respondents were achieved only after an adjustment was made to remove the part-time criterion, as MTurk member registration does not allow more than one type of job employment. Although the part-time employment as a qualification criterion as omitted from the HIT in the recruiting process, it was included in the survey question as a qualifying criterion to complete the survey.

V.2.6 *LinkedIn Professional and Personal Networks*

Personal contacts were recruited through solicitation posts on LinkedIn professional pages and emails sent to friends and family who were active hybrid entrepreneurs. The posts sent out to the members of LinkedIn and through the author's personal network were similar to the post to members of the Side Hustle Nation.

V.3 Survey Distribution: Consent and Compensation

Qualtrics is a recruiting and distribution research tool that allows one to easily create and analyze the results of dynamic surveys. For distribution, a link was created to the online survey (<http://technology.gsu.edu/technology-services/it-services/training-and-learning-resources/qualtrics>). All surveys were distributed simultaneously, with the goal being to have 300 respondents complete them.

Consent forms were included in each survey, with the only difference being the inclusion or exclusion of payment. A payment of \$1.50 was provided to respondents who completed the survey in MTurk based on the respondent qualification and validation requirements presented in Appendix C. However, no payment was provided to participants from the Side Hustle Nation Facebook page, the LinkedIn professional network, or from the author's personal network (see

Appendix D).

The consent form indicated that participants were being asked to participate in a research study and that participation would be anonymous and no individually identifying information (e.g., names) would be collected from them. Participants were told that their participation was entirely voluntary and that it would involve completing an online survey that would take approximately 15 minutes of their time. Respondents were also required to satisfy the research criteria of being of at least 18 years of age, having a hybrid entrepreneur status and either part- or full-time employment, and residing in the United States.

At the end of the surveys completed by members of Side Hustle Nation, LinkedIn, and the author's personal network, the participants were directed to an "End of Survey" message generated in Qualtrics. However, upon completing the MTurk survey, a payment code was generated and provided to each participant to redeem for payment.

V.4 Data Collection

Prior to closing down the survey in Qualtrics, an initial analysis was conducted in Excel to ensure that a minimum of 300 useful responses had been received from the 632 responses collected. The Qualtrics software was used to generate four Excel spreadsheets with responses from each recruiting source (MTurk, Side Hustle Nation, LinkedIn, and the author's personal network). An analysis using Excel's vlook-up function was performed to determine whether all responses met the qualification criteria of age 18 and above, hybrid entrepreneur status, and being located in the United States. All responses were combined into one data set for further statistical analysis.

V.5 Model Design

Figure 2 presents the data analysis procedure carried out using the IBM SPSS statistical tool. Labels were defined for each variable, and a numerical code was assigned to each response. The Excel data files for each recruiting case were merged and imported into SPSS. The merged data file was screened for errors (e.g. no data with response time of less than 110 secs), and missing values. The final data set was explored further using descriptive statistics. The mean and standard deviations for each scale variable were calculated.

As part of the process of ensuring the scales were sound for research purposes, a factor analysis was conducted. Principal component analysis was used as the extraction method, while the rotation method used was Varimax with Kaiser normalization. The reliability of the scale was checked using Cronbach's alpha. Pearson correlations were calculated to test the relationship between the constructs (independent variables) used to predict intention to become a full entrepreneur (dependent variable). A stepwise multivariate regression was used to test the hypotheses.

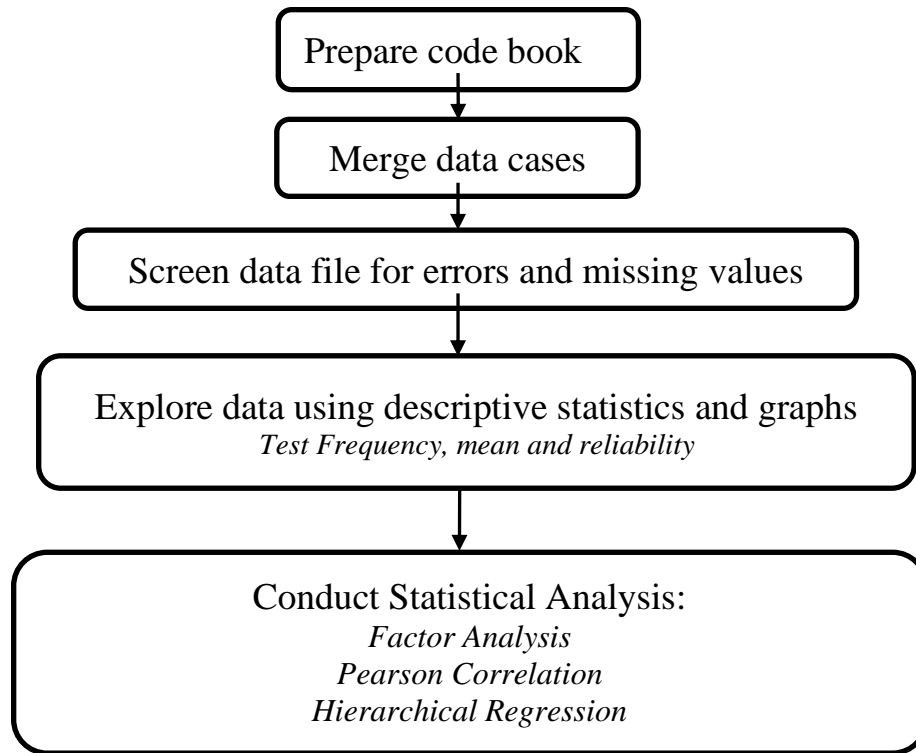


Figure 2: Flow Chart of Data Analysis Process

VI RESULTS

VI.1 Screening Sample Size

Six hundred and thirty-two responses were collected of which 82 responses had missing values, and 145 responses had no data with response time of less than 110 secs. Finally, two hundred and twenty-seven cases were deleted from the study, leaving 405 cases for further statistical analysis. Table 1 summarizes the final sample size used for statistical analysis. Three hundred and ninety-four of the 597 MTurk responses met the qualifying criteria. Only 7 out of 22 Side Hustle Nation responses were valid, however. Four responses from the LinkedIn network and zero responses from the author's personal network provided useable data.

Table 1: Sample Size

Recruitment Sources	Response	Valid	Percent
MTurk	597	394	97%
Side hustle	22	7	2%
LinkedIn	5	4	1%
Personal Network	8	0	0%
Total	632	405	100%

VI.2 Demographics Summary

The demographics, which are presented in Table 2, show a good cross section of categories. Male and female respondents were almost equally distributed at 56% and 42%, respectively. Over 60% of the respondents were between 25–44 years, meaning that the majority thereof were millennials. Caucasians made up the majority of the sample at 71%, followed by African Americans and Asians at 11% and 6%, respectively. Marital status was almost equally distributed between the married and unmarried at 50% and 48%, respectively. Ninety-five percent of respondents had some college exposure, and some had earned advanced degrees.

Number of years worked for current employer for wages was divided into three broad groups: 26% worked between 10 to 30 years, 29% worked 5 to 10 years, and 22% worked 3 to 5 years. Only 14% had worked between 1 to 3 years. This distribution is consistent with the respondents' age range of 25–38 years. The industries represented by individuals working full-time for wages were evenly distributed across a variety of sectors. Twenty-five percent of the respondents worked in professional, scientific, and technical services, 14% in finance, insurance, and real estate, 10% in retail trade, and 13% in health care and social assistance. The income generated from full-time employment clustered around the median of household income. Twenty-five percent of respondents earned \$35,000 to \$49,000 in their full-time positions. Another 25% earned \$50,000 to \$74,999. Only 8% earned less than \$25,000, and 9% earned \$100,00–\$149,999.

One third (35%) of the businesses operated by the respondents had been registered for between 1 and 3 years. Twelve percent of businesses had been registered for between 10 and 30 years, 18% were registered between 5 and 10 years, and 15% had been registered for less than 1 year. The industry sectors in which the respondents owned and operated their businesses were dominated by finance, insurance, and real estate (9%); professional, scientific, and technical services (21%) and retail trade (24%). Predicted total overall income if committed to being a full entrepreneur was distributed fairly equally among the income categories, with the highest (21%) expected to earned \$50,000–\$74,999 and the lowest (9%) expected to earn \$100,000–\$149,000. According to the U.S. Census Bureau in the release of 2013–2017 American Community Survey (ACS) five-year estimate, American households earned a median income of \$57,652 in 2017.

Sixty-one percent of respondents were the original founders of their businesses, and 18% were co-founders. Similarly, 54% had registered their businesses as a full proprietorship, 18% as a partnership, and 24% as a limited liability company.

Table 2: Demographic Details*Demographic Description of final Sample*

	n	% of sample
Sex		
Male	230	56.4
Female	174	42.6
Age		
18 - 24	34	8.3
25 - 34	158	38.7
35 - 44	122	29.9
45 - 54	68	16.7
55 - 64	22	5.4
65 - 74	4	1.0
Ethnic Group		
African-American	46	11.3
Asian	26	6.4
Caucasian	290	71.1
Hispanic	12	2.9
Native American	24	5.9
Other	9	2.2
Marital Status		
Married	205	50.2
unmarried	199	48.8
Widowed	3	0.7
Highest Education Achieved		
Part High School	1	0.2
High School Graduate	19	4.7
Part College/Technical School	73	17.9
College Graduate	219	53.7
Master's Degree	77	18.9
Advanced College Degree beyond Masters	19	4.7
Years worked for current employer for wages		
30 but less than 50	28	6.9
10 but less than 30	105	25.7
5 but less than 10	117	28.7
3 but less than 5	91	22.3
1 but less than 3	55	13.5
less than 1	11	2.7
Years the business you own has been registered		
30 but less than 50	7	1.7
10 but less than 30	49	12.0
5 but less than 10	74	18.1
3 but less than 5	73	17.9
1 but less than 3	143	35.0
less than 1	59	14.5
Predicted total overall income if committed to be sole Entrepreneur		
Less than \$25,000	55	13.5
\$25,000 to \$34,999	53	13.0
\$35,000 to \$49,999	76	18.6
\$35,000 to \$49,999	86	21.1
\$75,000 to \$99,999	56	13.7
\$100,000 to \$149,999	36	8.8
\$150,000 or more	45	11.0
Total income from your full time job before taxes during the past 12 months?		
Less than \$25,000	33	8.1
\$25,000 to \$34,999	64	15.7
\$35,000 to \$49,999	100	24.5
\$50,000 to \$74,999	101	24.8
\$75,000 to \$99,999	56	13.7
\$100,000 to \$149,999	36	8.8
\$150,000 or more	16	3.9
Revenue earned from your business during the past 12 months?		
Less than \$25,000	163	40.0
\$25,000 to \$34,999	69	16.9
\$35,000 to \$49,999	57	14.0
\$50,000 to \$74,999	54	13.2
\$75,000 to \$99,999	22	5.4
\$100,000 to \$149,999	21	5.1
\$150,000 or more	21	5.1
Industry sector(s) are you currently employed full-time		
Agriculture, Mining and Utilities	8	2.0
Finance, Insurance, and Real Estate (FIRE)	56	13.7
Professional, Scientific, and Technical Services	102	25.0
Information	40	9.8
Wholesale Trade	16	3.9
Manufacturing	35	8.6
Construction	21	5.1
Transportation	14	3.4
Retail Trade	41	10.0
Health Care and Social Assistance	54	13.2
Accommodation and Food Service	21	5.1
Industry sector your business operate?		
Agriculture, Mining and Utilities	13	3.2
Finance, Insurance, and Real Estate (FIRE)	36	8.8
Professional, Scientific, and Technical Services	86	21.1
Information	55	13.5
Wholesale Trade	22	5.4
Manufacturing	23	5.6
Construction	16	3.9
Transportation	12	2.9
Retail Trade	97	23.8
Health Care and Social Assistance	20	4.9
Accommodation and Food Service	27	6.6
Job title in the business you own		
Founder	248	60.8
Co-Founder	72	17.6
Chief Executive Officer	35	8.6
President	25	6.1
Other	26	6.4
Business format or business structure best describes your venture?		
Sole proprietorship	219	53.7
Partnership	73	17.9
Limited liability company (LLC)	99	24.3
Corporation	17	4.2

VI.3 Factor Analysis: Scale Validation

To check the scales, factoring was conducted and the observed loadings corresponded well with the scales used. Factors with an Eigen value of 1.0 or more were retained, with half (50.13%) of the variance being accounted for by the first nine components. A spot check of the scatter plot confirmed linearity. The observed loadings corresponded well with the scales used: “Each construct loads and clusters separately around each component indicating, that different constructs are explained or predicted by different underlying factors and that each factor explains more than one construct” (Leech, Barrett, Morgan, 2015, pg. 75). Communalities of the components before rotation were all greater than 0.3 and had a value of 1.

VI.4 Cronbach’s Alpha: Scale Reliability

The reliability of the scales was verified using Cronbach’s alpha to evaluate how accurately the Likert-scale surveys measured the identified variables. Table 3 list the Cronbach’s alpha for each scale. The observed Cronbach’s alphas were all greater than 0.7, indicating good reliability of the survey instrument. Boundaryless mindset and career adaptability had excellent reliability of over 0.9, with calculated Cronbach’s alphas of 0.908 and 0.934, respectively.

Table 3: Reliability Analysis

Construct (Variable)	Cronbach's Alpha	Number of Items
Behaviors toward becoming a sole entrepreneur (Behavior)	0.845	10
Self-directed Protean (SelddirecPC)	0.861	8
Value driven Protean (value_driven_PC)	0.792	6
Boundaryless (BLC)	0.908	8
Mobility preference (MPC)	0.823	5
Career Adaptability (CA)	0.934	24
Risk Social (RiskSR)	0.804	6
Risk Financial (RiskFR)	0.723	6
Income Growth (Income)	0.806	5

* Note the reliability of the dependent variable, Intention cannot be commuted because the scale is comprised of only one question.

VI.5 Histogram and Scatter Plot: Normality

The variables demonstrated central tendencies as displayed on the histogram and scatter plots.

The scores for the variables were normally distributed on the intention and behavioral scales, with more scores occurring in the center and then tapering out towards the extremes. Scatter plots did not show any curvilinear relationship among the independent and dependent variables.

VI.6 Descriptive Statistics and Correlation Analysis

The descriptive statistics presented in Table 4 demonstrate that the variables had a central tendency consistent with the histogram and scatter plots. Intention to transition to full entrepreneurship ($M = 5.11$, $SD = 1.71$) and financial ($M = 4.52$, $SD = 1.06$) and social risk ($M = 3.20$, $SD = 0.94$) were measured on a 7-point Likert scale. The variables behaviors towards becoming a full entrepreneur ($M = 3.16$, $SD = 0.17$), self-directed protean career mindset ($M = 3.98$, $SD = 0.70$), value-driven protean career mindset ($M = 3.77$, $SD = 0.74$), boundaryless career mindset ($M = 3.57$, $SD = 0.88$), mobility preference boundaryless career mindset ($M = 2.98$, $SD = 0.94$), career adaptability ($M = 3.73$, $SD = 0.65$), and income growth ($M = 3.34$, $SD = 0.94$) were measured on a 5-point Likert scale.

VI.7 Pearson Correlation

There was a positive significant relationship at the 0.01 level between all of the variables and intention to become a full entrepreneur, with the exceptions of mobility preference and social risk. The correlation coefficient between self-directed protean career and intention to transition to full entrepreneurship is 0.346. There is a significant positive relationship such that as self-directed protean career mindset increases, intention to transition to full entrepreneurship

increases. The correlation coefficient between value-driven protean career and intention to transition to full entrepreneurship is 0.283. There is a significant positive relationship such that as value-driven protean career mind-set increases, intention to transition to full entrepreneurship increases. The correlation coefficient between career adaptability and intention to transition to full entrepreneurship is 0.387. There is a significant positive relationship such that as career adaptability increases, intention to transition to full entrepreneurship increases. Financial risk and income growth are two of the control variables and are thus not a focus of this study. However, a positive significant relationship occurred between these variables and intention to transition to full entrepreneurship. The correlation coefficient between financial risk and intention to transition to full entrepreneurship is 0.137. There is a significant positive relationship such that as financial risk increases, intention to transition to full entrepreneurship increases. The correlation coefficient between income growth and intention to transition to full entrepreneurship is 0.258. There is a significant positive relationship such that as income growth increases, intention to transition to full entrepreneurship increases.

Table 4: Descriptive Statistics

Means, Standard Deviations and Intercorrelations Among Elements of the Structural Model

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Intention to transition to Sole Entrepreneurship (Intention)	5.11	1.71	1									
2. Behaviors toward becoming a sole entrepreneur (Behavior)	3.16	0.76	.403**	1								
3. Self-directed Protean (SeldirectPC)	3.98	0.70	.346**	.276**	1							
4. Value driven Protean (value_driven_PC)	3.77	0.74	.283**	.205**	.630**	1						
5. Boundaryless (BLC)	3.57	0.88	.265**	.358**	.413**	.280**	1					
6. Mobility preference (MPC)	2.98	0.94	-0.070	.286**	-0.012	-0.045	.154**	1				
7. Career Adaptability (CA)	3.73	0.65	.387**	.413**	.610**	.466**	.535**	.179**	1			
8. Risk Financial (RiskFR)	4.52	1.06	.137**	0.018	.265**	.261**	0.055	0.068	.216**	1		
9. Risk Social (RiskSR)	3.20	1.13	-0.055	.155**	-.166**	-0.087	0.042	.290**	0.001	.173**	1	
10. Income Growth (Income)	3.34	0.94	.258**	.407**	.302**	.215**	.315**	.214**	.429**	.113*	0.087	1

Reliabilities are presented along the diagonal (in parentheses).

Likert Scale 7 for variables 1, 8 & 9; Likert Scale 5 for variables 2,3,4,5,6,7 & 10

Overall boundaryless Career Mindset is related to intention at a significance level 0.120*

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

VI.8 Hypothesis Results

The four hypotheses were tested using multiple stepwise regression, as summarized in Table 5. Two of the four hypotheses were supported.

VI.8.1 Hypothesis 1: Boundaryless Career Mindset and Intention

Although boundaryless career mindset did not demonstrate a unique variance (H1), organizational mobility preference as a measure within the boundaryless career mindset scale was supported in the opposite direction, illustrating that as organizational mobility preference decreases, intention towards transitioning to full entrepreneurship increases.

VI.8.2 Hypothesis 2: Protean Career Mindset and Intention

Protean career mindset did not demonstrate a unique variance on intention to transition towards full entrepreneurship (H2).

VI.8.3 Hypothesis 3: Career Adaptability and Intention

As hybrid entrepreneur career adaptability to a chosen work that suits them increases, the intention to transition from hybrid entrepreneur to full entrepreneur increases (H3).

VI.8.4 Hypothesis 4: Intention and Behavior

Likewise, as intention through planning to transition to full entrepreneurship increases, behavior in action taken to transition to full entrepreneurship increases (H4).

Table 5: Summary of the Results of the Hypotheses Testing

Hypothesis Results		
	Hypothesis	Result
H1	<i>As boundaryless career mindset (BC) increases, hybrid entrepreneur intention towards sole entrepreneurship will also increase (i.e. there will be a positive association).</i>	Not Supported ($p < .05$)
H2	<i>As protean career mindset (PC) increases, hybrid entrepreneur intension towards sole entrepreneurship will also increase (i.e. there will be a positive association)</i>	Not Supported ($p < .05$)
H3	<i>As career adaptability (CA) increases, hybrid entrepreneur intention towards sole entrepreneurship will also increase (i.e. there will be a positive association).</i>	Supported ($p < .01$)
H4	<i>As Intention towards sole entrepreneurship increases, hybrid entrepreneurs' behavior towards sole entrepreneurship will also increase (i.e. there will be a positive association).</i>	Supported ($p < .01$)

VI.9 Regression Coefficient

Hierarchical multiple regression was used to predict intention to transition to full entrepreneurship and behavior towards full entrepreneurship from the combination of the independent variables protean career mindset, boundaryless career mindset, and career adaptability. Preliminary analyses were conducted to ensure that assumptions on normality, linearity, and multicollinearity are not violated. Table 6 presents the tolerance and variance inflection factor (VIF) on multicollinearity. Tolerance indicates if any one of the independent variables is not explained by another independent variable. There were no multicollinearity issues since all the tolerance values for all variables are greater than 0.10 (Pallant, 2016). The VIF is the inverse of tolerance and was not problematic since obtained VIF values are greater than 10 (Pallant, 2016).

VI.9.1 Independent Variables Predicting Intention

A two-step model approach was used to assess the ability of protean career mindset, boundaryless mindset, and career adaptability to predict intention to transition to full entrepreneurship after controlling for risk (i.e., social and financial) and income growth potential.

Table 6, presents the two models. Model 1 refers to the control variables risk and income growth potential that were entered, while Model 2 includes all the other independent variables in addition to the controlled variables that were entered in both blocks (i.e., self-directed career, value driven career, boundaryless career, organizational mobility preference, and career adaptability). Risk and income explained 8.8% of the variance in a hybrid entrepreneur intention to transition to full entrepreneurship. After entering the independent variables in step 2, the total variance explained by the overall model was 20.3%, $F(8,396) = 12.65, p < 0.001$. The independent variables explain an additional 11.6% of the variance in intention after risk and income growth were controlled, where $R^2 \text{ change} = 0.116, F \text{ change}(5,396) = 11.53, p < 0.001$. In the final model, one independent variable and one control variable were statistically significant, with career adaptability scale recording a higher beta value ($\beta = 0.623, p < 0.001$) than the control income growth potential scale ($\beta = 0.226, p < 0.05$). The subscale *organizational mobility preference* from the boundaryless career mindset scale was statistically significant with a negative beta value ($\beta = -0.264, p < 0.01$). Notably, as organizational mobility preference decreases, the intention to transition to full entrepreneurship increases.

Table 6: Regression Coefficient: Independent Variables that Predict Intention after Controlling for Risk and Income

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.296 ^a	0.088	0.081	1.64084	0.088	12.825	3	401	0.000
2	.451 ^b	0.203	0.187	1.54271	0.116	11.527	5	396	0.000

a. Predictors: (Constant), Risksr, Income, RiskFR
b. Predictors: (Constant), Risksr, Income, RiskFR, BLC, MPC, value_driven_PC, Career, SelddirecPC
c. Dependent Variable: Intention

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.586	3	34.529	12.825	.000 ^b
	Residual	1079.634	401	2.692		
	Total	1183.220	404			
2	Regression	240.759	8	30.095	12.645	.000 ^c
	Residual	942.461	396	2.380		
	Total	1183.220	404			

a. Dependent Variable: Intention
b. Predictors: (Constant), Risksr, Income, RiskFR
c. Predictors: (Constant), Risksr, Income, RiskFR, BLC, MPC, value_driven_PC, Career, SelddirecPC

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Zero-order	Correlations		Collinearity Statistics Tolerance VIF
		B	Std. Error					Partial	Part	
1	(Constant)	3.139	0.465		6.747	0.000				
	Income	0.461	0.088	0.252	5.234	0.000	0.258	0.253	0.250	0.981 1.019
	RiskFR	0.201	0.078	0.125	2.568	0.011	0.137	0.127	0.122	0.961 1.040
	Risksr	-0.150	0.074	-0.099	-2.035	0.043	-0.055	-0.101	-0.097	0.966 1.035
2	(Constant)	0.768	0.614		1.251	0.212				
	Income	0.226	0.093	0.124	2.435	0.015	0.258	0.121	0.109	0.780 1.283
	RiskFR	0.073	0.078	0.046	0.942	0.347	0.137	0.047	0.042	0.861 1.162
	Risksr	-0.023	0.075	-0.015	-0.303	0.762	-0.055	-0.015	-0.014	0.834 1.200
	SelddirecPC	0.212	0.167	0.086	1.269	0.205	0.346	0.064	0.057	0.435 2.301
	value_driven_PC	0.122	0.137	0.052	0.887	0.376	0.283	0.045	0.040	0.579 1.727
	BLC	0.136	0.107	0.070	1.277	0.202	0.265	0.064	0.057	0.677 1.476
	MPC	-0.264	0.089	-0.145	-2.978	0.003	-0.070	-0.148	-0.134	0.848 1.180
	Career	0.623	0.173	0.236	3.611	0.000	0.387	0.179	0.162	0.473 2.116

VI.9.2 Intention Predicting Behavior

A two-step model approach was used to assess the ability of hybrid entrepreneur intentions to predict behavior towards full entrepreneurship, after controlling for risk (i.e., social and financial) and income growth potential. Table 7 presents the two models. Model 1 refers to the control variables risk and income growth potential that were entered, while Model 2 includes intention in addition to the controlled variables entered in both blocks. Risk and income explained 18.3% of the variance in hybrid entrepreneur behavior towards full entrepreneurship. After entering intention in step 2, the total variance explained by the overall model was 29.1%, $F(4,400) = 41.01$, $p < 0.001$. Intention explains an additional 10.8% of the variance in intention,

after controlling for risk and income growth, where R squared change = 0.108, F change (1,400) = 60.74, $p < 0.001$. In the final model, all the control variables, including intention, were statistically significant. Income growth potential scale recorded a higher beta value (beta = 0.258, $p < 0.001$) than the social risk scale (beta = 0.108, $p < 0.001$) and the intention to transition to full entrepreneurship (beta = 0.153, $p < 0.001$). The subscale *financial risk* from the risk propensity scale was statistically significant, with a negative beta value (beta = -0.068, $p < 0.05$).

Table 7: Intention Predicting Behavior after Controlling for Risk and Income

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.428 ^a	0.183	0.177	0.69254	0.183	29.991	3	401	0.000
2	.539 ^b	0.291	0.284	0.64609	0.108	60.735	1	400	0.000

a. Predictors: (Constant), Risksr, Income, RiskFR

b. Predictors: (Constant), Risksr, Income, RiskFR, Intention

ANOVA					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	43.153	3	14.384	29.991 ^b
	Residual	192.325	401	0.480	
	Total	235.478	404		
2	Regression	68.505	4	17.126	41.028 ^c
	Residual	166.973	400	0.417	
	Total	235.478	404		

a. Dependent Variable: Behavior

b. Predictors: (Constant), Risksr, Income, RiskFR

c. Predictors: (Constant), Risksr, Income, RiskFR, Intention

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Zero-order	Correlations		Collinearity Statistics	
		B	Std. Error	Beta				Partial	Part	Tolerance	VIF
1	(Constant)	1.961	0.196		9.986	0.000					
	Income	0.329	0.037	0.403	8.852	0.000	0.409	0.404	0.399	0.981	1.019
	RiskFR	-0.038	0.033	-0.052	-1.135	0.257	0.016	-0.057	-0.051	0.961	1.040
	Risksr	0.085	0.031	0.126	2.747	0.006	0.153	0.136	0.124	0.966	1.035
2	(Constant)	1.020	0.219		4.649	0.000					
	Income	0.258	0.036	0.317	7.209	0.000	0.409	0.339	0.304	0.919	1.088
	RiskFR	-0.068	0.031	-0.095	-2.198	0.029	0.016	-0.109	-0.093	0.946	1.058
	Risksr	0.108	0.029	0.160	3.717	0.000	0.153	0.183	0.157	0.957	1.045
	Intention	0.153	0.020	0.344	7.793	0.000	0.403	0.363	0.328	0.912	1.096

a. Dependent Variable: Behavior

VI.9.3 Supplemental Analysis: Independent Variables that Predict Behavior

A supplemental analysis was conducted to assess the ability of the independent variables to predict behavior towards full entrepreneurship. A two-step model approach was used to assess the ability of protean career mindset, boundaryless mindset, and career adaptability to predict transition to full entrepreneurship behavior, after controlling for intention, risk (i.e., social and

financial) and income growth potential. Table 8. presents the two models. Model 1 refers to the control variables risk, income growth potential, and intention, while Model 2 includes all the other independent variables in addition to the control variables and intention that were entered in both blocks (i.e., self-directed career, value driven career, boundaryless career, organizational mobility preference, and career adaptability). Intention, risk, and income explained 29.1% of the variance in hybrid entrepreneur behavior towards transition to full entrepreneurship. After entering the independent variables in step 2, the total variance explained by the overall model was 37.5%, $F(9,395) = 26.38, p < 0.001$. The independent variables explain an additional 8.4% of the variance in intention, after controlling for risk and income growth, where R squared change = 0.084, F change $(5,395) = 10.68, p < 0.001$. In the final model, intention, all the controlled variables, and boundaryless career mindset variables were statistically significant. The income growth potential scale recorded a beta value of $\beta = 0.157, p < 0.001$; the social risk scale recorded a beta value of $\beta = 0.061, p < 0.01$; the intention to transition to full entrepreneurship scale recorded a beta value of $\beta = 0.134, p < 0.001$; the boundaryless career scale recorded a beta value of $\beta = 0.093, p < 0.05$; while the organizational mobility preference scale recorded a beta value of $\beta = 0.167, p < 0.001$. The subscale *financial risk* from the risk propensity scale was statistically significant, with a negative beta value ($\beta = -0.092, p < 0.01$). Although not the focus of this study, it is interesting that the more hybrid entrepreneurs are financially risk averse, the more they exhibit behavior towards full entrepreneurs. As illustrated in Figure 3, a modified research model is implied.

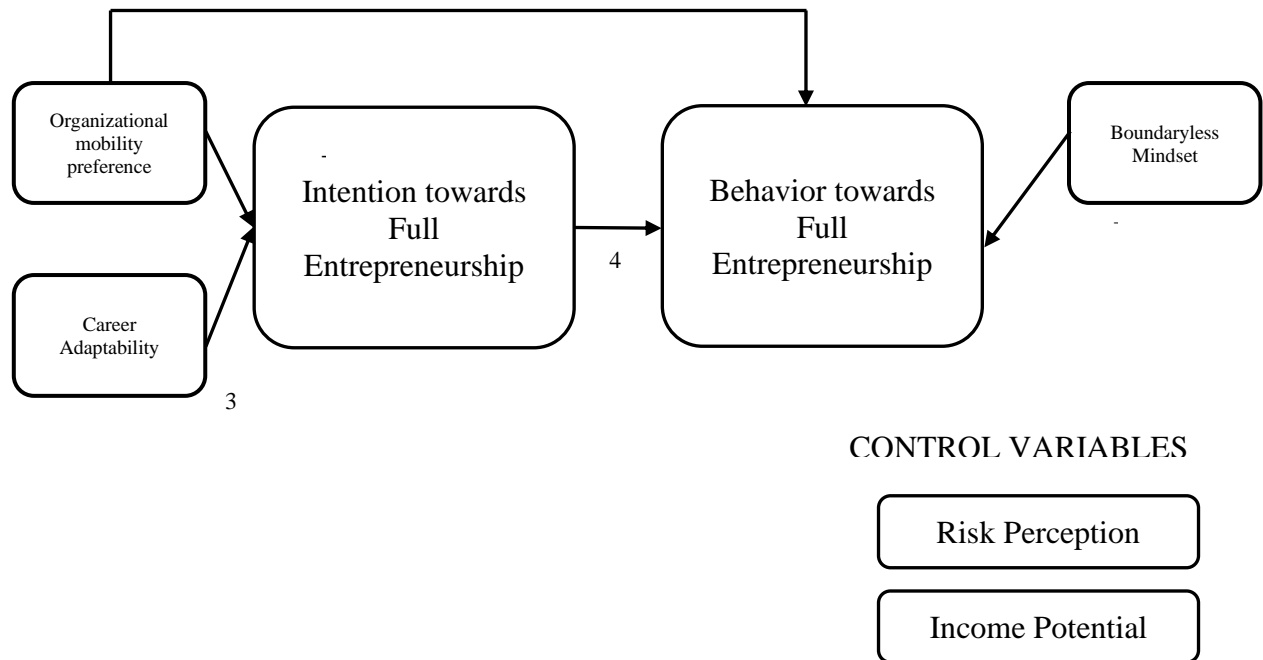


Figure 3: Modified Research Model

Table 8: Independent Variables that Predict Behavior after Controlling for Risk, Income, and Intention

Model Summary ^c								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	Sig. F Change
1	.539 ^a	0.291	0.284	0.64609	0.291	41.028	4	0.000
2	.613 ^b	0.375	0.361	0.61022	0.084	10.681	5	0.000

a. Predictors: (Constant), Intention, Risksr, RiskFR, Income

b. Predictors: (Constant), Intention, Risksr, RiskFR, Income, MPC, BLC, value_driven_PC, Career, SelddirecPC

c. Dependent Variable: Behavior

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.505	4	17.126	41.028	.000 ^b
	Residual	166.973	400	0.417		
	Total	235.478	404			
2	Regression	88.391	9	9.821	26.375	.000 ^c
	Residual	147.087	395	0.372		
	Total	235.478	404			

a. Dependent Variable: Behavior

b. Predictors: (Constant), Intention, Risksr, RiskFR, Income

c. Predictors: (Constant), Intention, Risksr, RiskFR, Income, MPC, BLC, value_driven_PC, Career, SelddirecPC

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.480	0.193		7.655	0.000					
	Income	0.258	0.036	0.317	7.209	0.000	0.409	0.339	0.304	0.919	1.088
	RiskFR	-0.068	0.031	-0.095	-2.198	0.029	0.016	-0.109	-0.093	0.946	1.058
	Risksr	0.108	0.029	0.160	3.717	0.000	0.153	0.183	0.157	0.957	1.045
	Intention	0.153	0.020	0.344	7.793	0.000	0.403	0.363	0.328	0.912	1.096
2	(Constant)	0.523	0.243		2.148	0.032					
	Income	0.157	0.037	0.192	4.233	0.000	0.409	0.208	0.168	0.768	1.302
	RiskFR	-0.092	0.031	-0.129	-3.000	0.003	0.016	-0.149	-0.119	0.859	1.165
	Risksr	0.081	0.030	0.119	2.737	0.006	0.153	0.136	0.109	0.833	1.200
	Intention	0.134	0.020	0.300	6.730	0.000	0.403	0.321	0.268	0.797	1.255
	SelddirecPC	0.047	0.066	0.043	0.704	0.482	0.276	0.035	0.028	0.433	2.311
	value_driven_PC	0.022	0.054	0.022	0.412	0.681	0.204	0.021	0.016	0.578	1.731
	BLC	0.093	0.042	0.106	2.199	0.028	0.360	0.110	0.087	0.675	1.482
	MPC	0.167	0.036	0.205	4.705	0.000	0.286	0.230	0.187	0.829	1.206
	Career	0.133	0.069	0.112	1.913	0.056	0.414	0.096	0.076	0.457	2.186

a. Dependent Variable: Behavior

VII DISCUSSION

This study explores how the career decision process influences hybrid entrepreneurs to either remain in a hybrid state or become full entrepreneurs and provides a better understanding of how these individuals transition from being self-employed to becoming full entrepreneurs. According to Folta, Delmar, and Wennberg (2010), 21% of all self-employed individuals pass through the hybrid entrepreneurship state.

VII.1 Key Findings and Implications

VII.1.1 *Career Adaptability Predicts Intention*

One of the key findings of this study is that career adaptability has an incremental positive significance in predicting intention. Unlike protean career and boundaryless mindset, career adaptability transcends attitudes towards career and includes competencies and behaviors that influence the career decision process used to find work that best suits the hybrid entrepreneur (Savickas, 2005, p. 45). I posit that if entrepreneurial Intention is the growing conscious state of mind that a person desires to start a new enterprise, then hybrid entrepreneurs can only emerge from wage employment by having the psychosocial resources which will aid them in adapting to a new career of full entrepreneurship (Khoun, Huu An, 2016; Weigl et al., 2010; Uy, Chan, Xam, Ring Ho, & Chernyshenko, 2015).

Accepting responsibility for one's career drives an active pursuit and anticipation of success in the midst of the challenges of transitioning away from wage employment. This act of control and confidence, as a conceptual framework of career adaptability acts as a psychological fuel in powering the belief and feasibility of a job change. Occupational change is a difficult decision, but adaptation to that career choice requires social support, such as family environment and parents. Their support can give positive influences on the willingness in entrepreneurship

and can play a significant role in establishing the desirability of entrepreneurial behavior (Herdjiono, Puspa, Maulany, and Aldy, 2017; Shapero, A., Sokol, L. 1982).

Lack of competency reduces the psychosocial hurdles that hinder behavior towards the transition to full entrepreneurship (Uy, Chan, Xam, Ring Ho, & Chernyshenko, 2015; Beach, 1997). Findings imply that screening a career in entrepreneurship by adapting to the pushes and pulls of running a start-up creates images to actively construct an entrepreneurial career without the exposure of income loss. The imagery of not having an income loss or having an increase in income growth potential, while developing competencies in overcoming the challenges of running a business, increases the intention to become self-employed. This coupling of the mental imagery with attaining goal imagery could be a useful tool in helping hybrid entrepreneurs make full entrepreneurial career choices by prompting them to form plans and take actions towards fulfilling their visions of full self-employment. The study explains why certain employees with strong career adaptability are more inclined than others towards entrepreneurship, however it is important to consider other moderators in future studies such as a catastrophic loss of job.

VII.1.2 *Intention Predicts Behaviors*

Another key finding is that intention presented a significant positive incremental impact on predicting behavior towards transitioning to full entrepreneurship. This is consistent with the theory of planned behavior, which, according to Ajzen (1991), holds that intentions are a good predictor of future behavior. Additionally, the cognitive decision framework represented by the trajectory image from the image theory helps a hybrid entrepreneur to create his or her goal agenda, and represented by the strategic image from the image theory helps him or her to identify and plan the execution of the sequence of activities that will lead from goal adoption to attainment.

VII.1.3 *Protean Career Mindset did not Predict Intention*

Protean career mindset was not found to have an incrementally significant value in predicting either intention associated with transitioning to full entrepreneurship when compared to other variables; therefore, it does not provide any unique insight into the decision to transition to a full entrepreneur. This finding is surprising since researchers have stated that protean career attitude involves independence in managing one's career creating the self-directed career behavior which have led to greater intention to be self-employed (Briscoe, Hall, & DeMuth, 2006; Hall 2002, 2004; Douglas, Shepherd, 2002). According to Briscoe, Hall, and Deluth, (2006), it could however be implied that protean career attitude involves only the desire to become a hybrid entrepreneur but has no impact on the intention to leaving wage employment. The findings therefore imply that being in a hybrid state satisfies the coping mechanism of organizational changes. Actively coping with organizational changes by starting a business, while being employed, adds to practice of the importance of organizations who provide intra-entrepreneurial opportunities within their organizations. These intra-entrepreneurial opportunities regulate the employees' self-system and aligns with their values or well-being. The importance of acting entrepreneurial then becomes more important beyond the desire to gain full independence away from their current employee.

VII.1.4 *Boundaryless Career Mindset did not predict Intention as expected*

Another key finding is that boundaryless career mindset, as a combined measure of people's psychological mobility (i.e., boundaryless mindset) and people's physical mobility (i.e., organizational mobility preference), did not present an incremental significant value of predicting intention. This finding implies that becoming a hybrid entrepreneur rather than transitioning to full entrepreneurship represents a shift in psychological mindset, which

mobilizes the full-time employee to take the step to become a hybrid entrepreneur. This finding is supported by the previously stated premise that becoming a hybrid entrepreneur represents a psychological movement in a person with boundaryless mindset, while the intention to transition from hybrid to full entrepreneur represents a physical movement (Sullivan & Arthur, 2006, p.9).

However, this physical movement, measured in the study as organizational mobility preference (MPC), did present an incremental significance value in predicting intention. As such, as hybrid entrepreneurs who do not want to physically relocate or move to other jobs within the organization will take the alternative route of starting their own business venture, with the intention of transitioning to full entrepreneurship. This finding supports the paradigmatic change in career development, where the strength of individuals' psychosocial resources to adjust to occupational transition (Weigl et al., 2010) causes them to think of their future in a more boundaryless way. Mobility preference adds to practice to inform organization on the importance of the employees' willingness to relocate. More importantly, having a low organizational mobility preference should motivate hybrid entrepreneur to taking actionable steps towards behavior to full entrepreneurship, especially if the employee works for a large company where relocation is a likely potential. Having a viable alternative to work traumas such as, losing ones' job because of refusal to relocate reduces the anxiety of making an informed career decision change.

VII.1.5 *Income Growth Potential Predicts Intention, Risk did not Predict Intention*

Although not a focus of this study, it was observed that as income growth potential increases, so does the intention and behavior towards full entrepreneurship. This finding is consistent with the real option theory. Real option in hybrid entrepreneurship allows one to postpone decision making until uncertainty surrounding investment is resolved (Raffiee, Feng,

2014; Trigeorgis, 1996; Douglas & Shepherd, 2002; Gifford, 1993; Kim et al., 2006). This study demonstrated that as hybrid entrepreneurs' perception of potential growth in income increases, thus reducing uncertainty surrounding investment, their intention and behavior towards moving to full entrepreneurship increases.

Risk is also not a focus of this study, but risk was found not to impact intention to transition to full entrepreneurship. Risk aversion explains entry to hybrid entrepreneurship, for example, taking behavioral steps in setting up a business, but it does not explain transition (Raffiee, Feng, 2014). The steps in entry into hybrid entrepreneurship are similar to the steps in behavior towards entrepreneurship, as illustrated by the negative impact of risk propensity on behavior towards entrepreneurship.

VII.1.6 *Boundaryless Career Mindset Directly Predicts Behavior*

The supplemental analysis illustrates that both mobility preference and boundaryless mindset, combined measures of a boundaryless career mindset, predicts behavior towards full entrepreneurship after controlling for intentions. These observe effects suggest that there is additional prediction, accounting for the effects of intention. While not the main focus of this research, these supplementary analyses suggest the possibility that there may be direct relationships of some career constructs with behavior not accounted for by intentions.

VII.2 Contributions

There is a lack of available research linking career development views and the choice to pursue entrepreneurship as a career among hybrid entrepreneurs. As such, this study has significant contributions to the literature, practice, and theory. These contributions are towards the research problem, the area of concern, the framing, and the method.

Contribution to Problem (Cp) illustrated the incremental value of career variables (i.e., thinking), namely career adaptability and resistance to organizational mobility preference, in advancing individual entrepreneurial pursuits. **Contribution to Area of Concern (Ca)** provided a measure (i.e., income growth potential) and milestone (i.e., behavioral scale) in achieving full self-employment. **Contribution to Framing (Cf)** converted traditional career theories (i.e., image and career choice theories) into decision-making entrepreneurship theories.

Contribution to Method (Cm) provided an additional entrepreneurship empirical database instead of a student database by conducting research among active hybrid entrepreneurs.

VII.3 Limitations and Future Research

Researchers should conduct longitudinal empirical studies to expand the database currently available, where career choices and job changes are linked to entrepreneurship. These studies can explore more career views to contextualize major career changes that individuals make. Longitudinal studies can also provide evidence-based research data to confirm whether individuals surveyed actually made the transition based on career views, mobility preference, and career adaptability. Another limitation of this study is exploring whether hybrid entrepreneur with experience from wage employment in a specific industry sector will be more likely to transition to a full entrepreneur within the same industry sector.

There is currently a social media buzz about the rise of side hustlers and freelancers, although it was observed that many of these individuals do not have legitimate businesses and are thus not great candidates for entrepreneurship research studies. Additionally, existing survey recruiting sources, such as Qualtrics, Mturk, and Empanel Online, should start registering recruits who have both full-time and part-time self-employment to be a viable recruiting source

for an empirical study on the career advancement from hybrid entrepreneurship to full entrepreneurship.

VIII CONCLUSION

The research aimed to gain a clear insight into the processes and influences in becoming an entrepreneur. However, many entrepreneurs do not immediately jump into being full entrepreneurs but rather transition into that state via a hybrid status with an intention to eventually transition out of the hybrid state and into becoming a full entrepreneur. The fact that this intention to depart from hybrid entrepreneurship toward full entrepreneurship is itself a major career decision, the research question is how does a hybrid entrepreneur's career attitudes influence their intention and behavior to transition towards becoming fully self-employed (Full Entrepreneur)?

The study concludes that hybrid entrepreneur attitude as measured by high career adaptability and low organizational mobility preference positively influence their intended behavior towards becoming fully self-employed (i.e., full entrepreneur). However, career attitude, as measured by protean career mindset, does not have incremental influence on the intended behavior of transitioning to full entrepreneurship. Hybrid entrepreneur who starts a business venture in a different business sector than their experience will have a harder transition to full entrepreneurship. It would be recommended that such individuals acquire the required experience through training or by hiring resources within that industry sector.

The study highlights that a hybrid entrepreneur going through the process of transitioning to a full entrepreneur from a wage worker is motivated by organizational demands such as relocation request. The study concludes that a career change such as owning one's own business is a feasible and desirable alternative to the potential of losing one's job if the individual is not

agreeable to a job relocation. Additional empirical studies should be conducted to explore the moderating effect of organizational mobility preference on career attitudes such as self-directed career that by itself did not incrementally impact intention.

Hybrid entrepreneurs have low opportunity cost and therefore their risk propensity does not come to bear in the decision to stay in the hybrid state or transition into full entrepreneurship, nonetheless having an income potential target helps to motivate an individual into a full entrepreneurship state

Intention to transition to full entrepreneurship demonstrated to be a good predictor of executing the steps need to become a full entrepreneur. Being in a hybrid entrepreneur state is analogous to being in the continuous start-up phase of a new business, and the ability of a company to contribute to the economy to its full potential is for the hybrid to transition to full entrepreneurship closing the gap between running a start-up and becoming an enterprise.

APPENDICES

APPENDIX A: Structural Design of Research Study

Component	Specification
P (Problem)	"Americans are increasingly disillusioned with the notion that a successful career means climbing the corporate ladder," (Wang, 2018, February 21). The Bureau of Labor Statistics states that 50% of the workforce will be self-employed (entrepreneur) by 2020. In understanding self-employment and entrepreneurship, it is important to have clear insight into the processes and influences in becoming an entrepreneur. Twenty-one percent of all those who are fully self-employed may reach that state by passing through a "hybrid" entrepreneurship state in which the self-employed simultaneously hold employment in a job working for another firm (Folta, Delmar, Wennberg, 2010). It is important to understand how "hybrid entrepreneurs" transition into full self-employment, becoming full entrepreneurs. Some hybrid entrepreneurs fully intend to make that transition while others remain in their hybrid status and have no such intentions.
A (Area of Concern)	Career process decision of hybrid entrepreneur to transition from part-time entrepreneur to full self-employment (full entrepreneurship)
F (Framing)	F (Conceptual): Image theory and Career Choice theories F (Area of Concern): Career attitudes: Protean Career Mindset, Boundaryless Career Mindset, Career Adaptability Influence on Transition and Behavior Towards Full Entrepreneurship
M (Method)	Quantitative survey completed by hybrid entrepreneurs from multiple recruiting sources: Mechanical Turk, HIT, LinkedIn, personal network and Side Hustle Nation Facebook group. Statistical significance established from hierarchical two-step regression.
RQ (Research Question)	How does a hybrid entrepreneur's career attitudes influence their intention and behavior to transition towards becoming fully self-employed (full entrepreneur)?
C (Contribution)	Contribution to Problem (Cp) – Illustrate incremental value of career variables (thinking) to advance individual entrepreneurial pursuits. Contribution to Area of Concern (Ca) – Provide a measuring stick and milestone tool in achieving full self-employment. Contribution to Framing (Cf) – Converts traditional career theories into decision-making entrepreneurship theories Contribution to Method (Cm) – Provide additional entrepreneurship empirical database instead of student database through research of active hybrid entrepreneurs.

APPENDIX B: List of Definition

Entrepreneurship (Baum, Frese, Baron (pg. 288-289)	Self-employment defined as starting and running one's own firm
Entrepreneur (Baumol 1990, Douglas & Shephards (2002))	A person who is ingenious & creative in finding ways to add to wealth, power, and prestige
Hybrid Entrepreneur (Folta Delmar, Wennberg, 2010)	Self-employment while currently holding full-time employment in another firm
Entrepreneurial Intention (Khoun, Huu An, 2016)	Growing state of mind that a person desires to start a new enterprise
Planned Behavior (Herjijono et.al. 2017)	Extent at which the individual began planning for the creation of the start-up
Protean Career Beliefs (Briscoe & Hall, 2006)	Internal values and beliefs drive their career decisions as opposed to organizational values and
Boundaryless Career (Sullivan & Arthur, 2006)	Working across boundaries: going beyond a single employer and a traditional career arrangement
Career Adaptability (Savickas, 2005, p. 45)	Attitudes, competencies, and behaviors that individuals use in fitting themselves to work that suits them
Risk Propensity (Herdijiono et.al. 2017)	One category of risk: courage to take risk (willingness to take chance)
Income Growth Potential (Trigeorgis, 1996)	Perceived the option to do so to be in the money

APPENDIX C: Consent Form – Mechanical Turk

Georgia State University Robinson College of Business Informed Consent Form

Title: Hybrid Entrepreneur's Intention to Transition to Sole Entrepreneurship: A Career Approach

Principal Investigator: Todd J. Maurer, Ph.D.

Student Principal Investigator: Simoon Cannon

Procedures

You are being asked to take part in a research study. If you decide to take part, you will be involved in an online survey that will take approximately 15 minutes of your time. The surveys involve mainly rating-type questions with multi-point response scales. Your participation will be anonymous and no individually identifying information (e.g. name) will be collected from them and when results of the study are published it will be about the group of participants and not individuals. Please note that you can only participate in this study if you are an adult of ages 18 and over (no minors) and are located in the United States. Also you must currently have a part time self-employment business that is registered, and have a full time job working for wages in another company. A total of 300 participants will be recruited for this part of the study.

Voluntary Participation and Withdrawal

Participation in research is voluntary. You do not have to be in this study. If you decide to be in the study and change your mind, you have the right to drop out at any time. You may skip questions or stop participating at any time. Whatever you decide, you will not lose any benefits to which you are otherwise entitled.

Compensation

Respondents will receive \$1.50 for participating in this study

Contact Information

Contact Simoon Cannon at scannon6@student.gsu.edu, 571-213-2522 or Dr. Todd Maurer at DrMresearch@gsu.edu, 404-413-7018, if you have questions, concerns, or complaints about this study.

Consent

If you agree to participate in this research, please continue with the survey and click "I agree" in response to the question about agreeing to participate. As a participant of this online survey, you can print a copy of the informed consent form for your records. If you do not agree, simply click "I disagree" in response to the question below or log out of your browser.

APPENDIX D: Consent Form – Side Hustle Nation, LinkedIn, and Author’s Personal Network

Georgia State University Robinson College of Business Informed Consent Form

Title: Hybrid Entrepreneur’s Intention to Transition to Sole Entrepreneurship: A Career Approach

Principal Investigator: Todd J. Maurer, Ph.D.

Student Principal Investigator: Simoon Cannon

Procedures

You are being asked to take part in a research study. If you decide to take part, you will be involved in an online survey that will take approximately 15 minutes of your time. The surveys involve mainly rating -type questions with multi-point response scales. Your participation will be anonymous and no individually identifying information (e.g. name) will be collected from them and when results of the study are published it will be about the group of participants and not individuals. Please note that you can only participate in this study if you are an adult of ages 18 and over (no minors) and are located in the United States. Also you must currently have a part time self-employment business that is registered, and have a full time job working for wages in another company. A total of 300 participants will be recruited for this part of the study.

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Compensation

None

Contact Information

Contact Simoon Cannon at scannon6@student.gsu.edu, 571-213-2522 or Dr. Todd Maurer at DrMresearch@gsu.edu, 404-413-7018, if you have questions, concerns, or complaints about this study.

Consent

If you agree to participate in this research, please continue with the survey and click “I agree” in response to the question about agreeing to participate. As a participant of this online survey, you can print a copy of the informed consent form for your records. If you do not agree, simply click “I disagree” in response to the question below or log out of your browser.

APPENDIX E: Survey Question Guide

Questions 1-4 are qualifying questions with conditions to go to the end survey if qualifications are not met.

Question 5-10 general question regarding full time and entrepreneurial business.

Question 11-24 are **Protean Career Mindset Scale**: Adapted from Briscoe & Hall (2005).

11-18 – Self Directed Career

19-24 – Value Driven Career

Question 25-48 are **Career Adaptability**. Adapted from Career Adapt-Abilities Inventory — International Version 2.0 (Savickas, Porfeli, 2012).

Question 49-61 are **Boundaryless Career Mindset**: Adapted from Briscoe et al., 2006, J.P. Briscoe, D.T. Hall, R.L.F. DeMuth (2006).

49-56 Boundaryless Mindset

57-61 Organizational Mobility

Question 62 is Intentions to become a full entrepreneur. **The Intention scale** will be an adaptation from the Theory of Planned Behavior (TBP) Scale (Ajzen, 2002).

Question 63-72 are **Behaviors toward becoming a full entrepreneur**. Created from the task specific items acted upon from based on the confidence of an entrepreneur (Baum, Frese, 2006, pg. 98).

Question 73-84 are **Risk Propensity**: Adapted from the Domain-Specific Risk-Perception (DOSPERT) scale (Blais, Weber, 2006).

73-78 – Financial risk

79 – 84 – Social Risk

Question 85-89 are **Perceived Income Growth Potential**. This measure was created based on the study PSED study (Kim et.al., 2006).

Question 90-92 are general income questions

Question 93-96 are general demographics

APPENDIX F: Survey Questions

Q1 Are you agreeing to participate in completing this survey exercise?

- ☐ I Agree (1)
- ☐ I Disagree (2)

Skip To: End of Survey If Are you agreeing to participate in completing this survey exercise? = I Disagree

End of Block: Consent Form

Start of Block: Default Question Block

Q2 What is your current age?

- ☐ Under 18 (1)
- ☐ 18 - 24 (2)
- ☐ 25 - 34 (3)
- ☐ 35 - 44 (4)
- ☐ 45 - 54 (5)
- ☐ 55 - 64 (6)
- ☐ 65 - 74 (7)
- ☐ 75 - 84 (8)
- ☐ 85 or older (9)

Skip To: End of Survey If What is your current age? = Under 18

Q3 Where are you permanently located?

- ☐ Africa (11)
- ☐ Antarctica (12)
- ☐ Asia (13)
- ☐ Oceania (Australia, New Zealand, etc.) (14)
- ☐ Europe (15)
- ☐ USA (16)
- ☐ Canada (17)
- ☐ Mexico (18)
- ☐ Central America (19)
- ☐ South America (20)
- ☐ Middle East (21)
- ☐ Caribbean Region (22)

Skip To: End of Survey If Where are you permanently located? != USA

Q4 Do you own a business as a part time entrepreneur (those who devote time to entrepreneurial ventures and wage employment at the same time) and also work full time for another company

- ☐ Yes (1)
- ☐ No (2)

Skip To: End of Survey If Do you own a business as a part time entrepreneur (those who devote time to entrepreneurial ventu... = No

Q5 How many years have you worked for your current employer for wages?

- ☐ 30 but less than 50 (1)
 - ☐ 10 but less than 30 (2)
 - ☐ 5 but less than 10 (3)
 - ☐ 3 but less than 5 (4)
 - ☐ 1 but less than 3 (5)
 - ☐ less than 1 (6)
-

Q6 Number of years the business you own has been registered (has a distinct legal entity)?

- ☐ 30 but less than 50 (1)
- ☐ 10 but less than 30 (2)
- ☐ 5 but less than 10 (3)
- ☐ 3 but less than 5 (4)
- ☐ 1 but less than 3 (5)
- ☐ Less than 1 (6)

Q7 Which of the following industry sector(s) are you currently employed full-time?

- ☐ Agriculture; Mining and Utilities (1)
 - ☐ Finance, Insurance, and Real Estate (FIRE) (2)
 - ☐ Professional, Scientific, and Technical Services (3)
 - ☐ Information (4)
 - ☐ Wholesale Trade (5)
 - ☐ Manufacturing (6)
 - ☐ Construction (7)
 - ☐ Transportation (8)
 - ☐ Retail Trade (9)
 - ☐ Health Care and Social Assistance (10)
 - ☐ Accommodation and Food Service (11)
-

Q8 What is your job title in the business you own?

- ☐ Founder (1)
- ☐ Co-Founder (2)
- ☐ Chief Executive Officer (3)
- ☐ President (4)
- ☐ Other (5) _____

Q9 Which of the following business format or business structure best describes your venture?

- ☐ Full proprietorship (1)
 - ☐ Partnership (2)
 - ☐ Limited liability company (LLC) (3)
 - ☐ Corporation (4)
-

Q10 Which of the following industry sector does your business operate?

- ☐ Agriculture; Mining and Utilities (1)
 - ☐ Finance, Insurance, and Real Estate (FIRE) (2)
 - ☐ Professional, Scientific, and Technical Services (3)
 - ☐ Information (4)
 - ☐ Wholesale Trade (5)
 - ☐ Manufacturing (6)
 - ☐ Construction (7)
 - ☐ Transportation (8)
 - ☐ Retail Trade (9)
 - ☐ Health Care and Social Assistance (10)
 - ☐ Accommodation and Food Service (11)
-

Please indicate the extent to which the following statements are true for you in the company you are currently employed, using the following response scale. Please indicate the appropriate response.

Q11 When development opportunities have not been offered by my company, I've sought them out on my own.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q12 I am responsible for my success or failure in my career.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q13 Overall, I have a very independent, self-directed career.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q14 Freedom to choose my own career path is one of my most important values.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q15 I am in charge of my own career.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q16 Ultimately, I depend upon myself to move my career forward.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q17 Where my career is concerned, I am very much “my own person.”

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q18 In the past I have relied more on myself than others to find a new job when necessary.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q19 I navigate my own career, based on my personal priorities, as opposed to my employer's priorities.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q20 It doesn't matter much to me how other people evaluate the choices I make in my career.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q21 What's most important to me is how I feel about my career success; not how other people feel about it.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q22 I'll follow my own conscience if my company asks me to do something that goes against my values.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q23 What I think about what is right in my career is more important to me than what my company thinks.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q24 In the past I have sided with my own values when the company has asked me to do something I don't agree with.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Different people use different strength to build their careers. No one is good at everything, each of us emphasizes some strengths more than others. Please rate how strongly you have developed each of the following abilities using the scale below.

Q25 Thinking about what my future will be like

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q26 Realizing that today's choices shape my future

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q27 Preparing for the future

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q28 Becoming aware of the educational and vocational choices that I must make

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q29 Planning how to achieve my goals

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q30 Concerned about my career

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q31 Keeping upbeat

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q32 Making decisions by myself

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q33 Taking responsibility for my actions

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q34 Sticking up for my beliefs

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q35 Counting on myself

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q36 Doing what's right for me

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q37 Exploring my surroundings

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q38 Looking for opportunities to grow as a person

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q39 Investigating options before making a choice

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q40 Observing different ways of doing things

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q41 Probing deeply into questions I have

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q42 Becoming curious about new opportunities

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q43 Performing tasks efficiently

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q44 Taking care to do things well

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q45 Learning new skills

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q46 Working up to my ability

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q47 Overcoming obstacles

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Q48 Solving problems

- ☐ Not Strong (1)
 - ☐ Somewhat Strong (2)
 - ☐ Strong (3)
 - ☐ Very Strong (4)
 - ☐ Strongest (5)
-

Please indicate the extent to which the following statements are true for you in the company you are currently employed, using the following response scale. Please indicate the appropriate response.

Q49 I seek job assignments that allow me to learn something new.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q50 I would enjoy working on projects with people across many organizations.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q51 I enjoy job assignments that require me to work outside of the organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q52 I like tasks at work that require me to work beyond my own department.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q53 I enjoy working with people outside of my organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q54 I enjoy jobs that require me to interact with people in many different organizations.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q55 I have sought opportunities in the past that allow me to work outside the organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q56 I am energized in new experiences and situations.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q57 I like the predictability that comes with working continuously for the same organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q58 I would feel very lost if I couldn't work for my current organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q59 I prefer to stay in a company I am familiar with rather than look for employment elsewhere.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q60 If my organization provided lifetime employment, I would never desire to seek work in other organizations.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q61 In my ideal career I would work for only one organization.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

In this next question, you will assess the growing state of mind of your desire to making the choice of becoming a full time entrepreneur (full entrepreneur). Please indicate the appropriate response.

Q62 I intend to become a Full Entrepreneur (quit my full time job and become fully self-employed) in the business I started.

- ☐ Extremely unlikely (4)
 - ☐ Moderately unlikely (5)
 - ☐ Slightly unlikely (6)
 - ☐ Neither likely nor unlikely (7)
 - ☐ Slightly likely (8)
 - ☐ Moderately likely (9)
 - ☐ Extremely likely (10)
-

Please indicate the extent to which the following statements are true for the business you own , using the following response scale. Please indicate the appropriate response.

Q63 I have identified the stages or tasks to take to becoming a Full Entrepreneurship.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q64 I have formulated a basic vision of the business.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q65 I have a suitable location for the business

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q66 I have completed making the product (prototype)/creating a computer platform in the business.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q67 I have doubled my customers.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q68 I have built a sales force.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q69 I have beat out competitors in the business.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q70 I have engaged in working on legal & government regulations in the business.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q71 I have overcome setbacks at every phase in the business.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q72 I have transitioned to full time self-employment.

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

For each of the following statements, please indicate how risky you perceive each situation. Provide a rating from Not at all Risky to Extremely Risky, using the following scale.

Q73 Betting a day's income at the horse races.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q74 Investing 10% of your annual income in a moderate growth mutual fund

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q75 Betting a day's income at a high-stake poker game

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q76 Investing 5% of your annual income in a very speculative stock

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q77 Betting a day's income on the outcome of a sporting event

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q78 Investing 10% of your annual income in a new business venture.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q79 Choosing a career that you truly enjoy over a more secure one

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q80 Speaking your mind about an unpopular issue in a meeting at work.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q81 Moving to a city far away from your extended family.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q82 Starting a new career in your mid-thirties.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q83 Admitting that your tastes are different from those of a friend.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Q84 Disagreeing with an authority figure on a major issue.

- ☐ Not at all Risky (1)
 - ☐ Slightly Risky (2)
 - ☐ Somewhat Risky (3)
 - ☐ Moderately Risky (4)
 - ☐ Risky (5)
 - ☐ Very Risky (6)
 - ☐ Extremely Risky (7)
-

Please indicate the extent to which the following reasons best describe why you started your own business, using the following response scale. Please indicate the appropriate response.

Q85 Earn a larger personal income

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q86 Gain financial security

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q87 Build great wealth

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q88 Gain high business income

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q89 Build business children can inherit

- ☐ To little or no extent (1)
 - ☐ To a limited extent (2)
 - ☐ To some extent (3)
 - ☐ To a considerable extent (4)
 - ☐ To a great extent (5)
-

Q90 What was the revenue (income before taxes and other expenses) earned from your business during the past 12 months?

- ☐ Less than \$25,000 (1)
 - ☐ \$25,000 to \$34,999 (2)
 - ☐ \$35,000 to \$49,999 (3)
 - ☐ \$50,000 to \$74,999 (4)
 - ☐ \$75,000 to \$99,999 (5)
 - ☐ \$100,000 to \$149,999 (6)
 - ☐ \$150,000 or more (7)
-

Q91 What was your total income from your full time job before taxes during the past 12 months?

- ☐ Less than \$25,000 (1)
 - ☐ \$25,000 to \$34,999 (2)
 - ☐ \$35,000 to \$49,999 (3)
 - ☐ \$50,000 to \$74,999 (4)
 - ☐ \$75,000 to \$99,999 (5)
 - ☐ \$100,000 to \$149,999 (6)
 - ☐ \$150,000 or more (7)
-

Q92 If you were to fully commit to being a full entrepreneur what would be your total overall income?

- ☐ Less than \$25,000 (1)
 - ☐ \$25,000 to \$34,999 (2)
 - ☐ \$35,000 to \$49,999 (3)
 - ☐ \$50,000 to \$74,999 (4)
 - ☐ \$75,000 to \$99,999 (5)
 - ☐ \$100,000 to \$149,999 (6)
 - ☐ \$150,000 or more (7)
-

Q93 Sex (circle one)

☐ Male (1)

☐ Female (2)

Q94 Ethnic group membership (circle one):

☐ African-American (1)

☐ Asian (2)

☐ Caucasian (3)

☐ Hispanic (4)

☐ Native American (5)

☐ Other (6)

Q95 Highest Education Achieved (circle one):

☐ Part High School (1)

☐ High School Graduate (2)

☐ Part College/Technical School (3)

☐ College Graduate (4)


☐ Master's Degree (5)

☐ Advanced College Degree beyond Masters (6)

Q96 Marital Status(circle one):

- ☐ Married (1)
- ☐ Unmarried (2)
- ☐ Widowed (3)

APPENDIX G: Amazon Turk Human Intelligence Task (MTURK HIT)


[Create](#)
[Manage](#)
[Developer](#)

[New Project](#)
[New Batch with an Existing Project](#)

Edit Project

1 Enter Properties

2 Design Layout

3 Preview and Finish

Project Name: This name is not displayed to Workers.

Describe your survey to Workers

Title

Describe the survey to Workers. Be as specific as possible, e.g. "answer a survey about movies", instead of "short survey", so Workers know what to expect.

Description

Give more detail about this survey. This gives Workers a bit more information before they decide to view your survey.

Keywords

Provide keywords that will help Workers search for your tasks.

Reward per response

\$

This is how much a Worker will be paid for completing your survey. Consider how long it will take a Worker to complete your survey.

Number of respondents

How many unique Workers do you want to complete your survey?

Time allotted per Worker

Maximum time a Worker has to complete the survey. Be generous so that Workers are not rushed.

Survey expires in

Maximum time your survey will be available to Workers on Mechanical Turk.

Auto-approve and pay Workers in

This is the amount of time you have to reject a Worker's assignment after they submit the assignment.

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EDUCATION

<i>Doctorate of Business Administration (DBA)</i> 2019	J. Mack Robinson College of Business, Georgia State University Dissertation: "Hybrid Entrepreneurs' Intention to Transition to Full Entrepreneurship: A Career Approach" Area of Study: Business Committee: Dr. Todd Maurer (Chair), Dr. Leonard Jackson, Dr. Wesley Johnston
<i>Masters of Business Administration (MBA)</i> 2002	Robert H. Smith School of Business, University of Maryland College Park Area of Study: Business - Strategic Management
<i>Bachelor of Science (BS)</i> 1997	Wallace H. Coulter School of Engineering, Clarkson University Area of Study: Chemical Engineering
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RESEARCH INTEREST

Career Mindset
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 Organizational Change
 Employee Retention

RESEARCH AND PUBLICATIONS

Cannon, S.. Hybrid Entrepreneurs' Intention to Transition to Full Entrepreneurship:
 A Career Approach. Available at scholarworks.gsu.edu

Cannon, S., Shay, C.. The Influence of Protean Career Mindset on Employee Turnover Intention.
 (August 15, 2018). Available at SSRN:
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3240883

Cannon, S.. Where were you when Saudi Aramco was attacked? Stillwater Associates
 Newsletter. (September 25, 2019).
<https://stillwaterassociates.com/where-were-you-when-saudi-aramco-was-attacked/>

ACADEMIC AND TEACHING EXPERIENCE

2019-Present	Board of Trustees, Clarkson University Academic Affair Committee – Member People Priority - Member
2018	Keynote Address, “Be Your Authentic Self” Clarkson University Graduation Commencement Ceremony
2009-2011	MBA Adjunct Professor – Project Management, Microsoft Project, Lab Based curriculum. Deliverable - an actual project contracted with a company through volunteering. Virginia International University (VIU), Virginia

PROFESSIONAL EXPERIENCE

8/2019 – Present	Senior Associates, Oil and Gas Consulting Stillwater Associates
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2012 – Present	Founder/President, Natural and Organic Personal Care Products Melanina LLC
2017-2018	General Manager, Fuel Quality Assurance, Jet Fuel Procurement and Operations Delta Air Lines, GA
2014-2017	General Manager, Logistics, Supply & Marketing – Jet Fuel Delta Air Lines, GA
2012-2014	Americas Manager/Advisor, Renewable Fuels, Global Regulatory Fuel Environmental Compliance ExxonMobil Corporation
2010-2012	Americas Aviation Supply Manager, Global Aviation Fuels Marketing and Trading, Region: Central & South America, Canada, Caribbean ExxonMobil Corporation
2008-2009	Manager Atlantic Crude, Global Marine Transportation Optimization, Region: Africa, Canada ExxonMobil Corporation
2006-2007	Global Logistics & Business Development Lead, Region: Midwest & Rocky Mountains ExxonMobil Corporation
2004-2006	Technical Supervisor – Jet, Diesel, Mogas, Lubes processing units, Utilities and Oil Movement, Baytown Refinery ExxonMobil Corporation
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1998-2002	Supervisor, Project Manager, Information Technology, Research & Engineering, Region: Australia, Singapore, Canada ExxonMobil Corporation
1997	Research Engineer, Hair Care Proctor & Gamble

1996 Quality Engineer, Lithium batteries
Energizer

TRADEMARK & COPYRIGHT

- 2019 Book, Chaya Cannon, Mela Land Adventures: Crystal Slime Magic, Melanina LLC
- 2017 Book, Chaya Cannon, Mela Land Adventures: Water Fairy Magic, Melanina LLC
- 2014-Present Trademark, MELANINA

INVITED PRESENTATION AND PANELS

- 2019 Podcast, Refining, NOVA Television
- 2019 Workshop, “How to Build Diverse Innovative Teams”, Ignite Masterclass, Clarkson University
- 2019 Presenter, “Knowing the Ingredients in your Natural and Organic Beauty Care Products” Healthy Hair & Beauty Expo, Jamaica W.I
- 2018 Podcast, “Finding Your Authentic Self”, Clarkson University Ignite
- 2018 Panelist, “Jet Fuel Quality and Regulatory Compliance”, National Petroleum Management Association Conference representing Delta Air Lines
- 2018 Panelist, “Aviation Fuel Filtration System”, Federal Aviation Association
- 2017 Panelist, “Women in STEM”, Hidden Figures Movie Premiere, Clarkson University

AFFILIATIONS

- 1998-2014 National Society of Black Engineers, ExxonMobil Recruiting Team
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- 1998-2014 Clarkson University, Exxon Mobil Recruiting Team
- 1995-1998 American Institute of Chemical Engineers, Member

AWARDS

2017	Golden Nozzle Award, National Petroleum Management Association
2014	Global Logistics Optimization Award, ExxonMobil Product Optimization
2012	I Made a Difference Award, ExxonMobil Aviation
2011-2013	Employees Favorite Charities Campaign Award, ExxonMobil Corporation
2010	Marine Transportation Affiliates Worldwide Spill Prevention Performance, ExxonMobil Global Logistics
2009	Global Marine Transportation Optimization, Commercial Operations Award, ExxonMobil Refining & Supply
2007	Patriot Leadership Giver Award, United Way
2006	U.S. Integrated Business Teams Award,” Celebrating Success 2006”, ExxonMobil
2002-2004	Economic Coordination Excellence Award, ExxonMobil Baytown Refinery
1999	Employee Recognition Award, ExxonMobil Projects Department
1999	ExxonMobil Projects Legacy Labor Day, ExxonMobil
1995-1997	Academic Excellence Award, National Society of Black Engineers
1994	Academic Leadership Award, Middlesex County